United Nations Development Programme
Project Document for nationally implemented projects financed by the GEF Trust Fund

Project title: Managing multiple sector threats on marine ecosystems		
Country: Cabo Verde	**Implementing Partner:** Ministry of Agriculture and Environment - National Directorate for Environment (DNA)	**Management Arrangements:** UNDP Supported National Implementation Modality (NIM)
UNDAF/Country Programme Outcome*:* UNDAF OUTCOME 2: By 2022, all people, particularly the most vulnerable, benefit from enhanced national and local capacity to apply integrated and innovative approaches to the sustainable and participative management of natural resources and biodiversity, climate change adaptation and mitigation, and disaster-risk reduction.		
UNDP Strategic Plan Output: Output 2.4.1. Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.		
UNDP Social and Environmental Screening Category: *Moderate*		**UNDP Gender Marker:** 2
Atlas Project ID (formerly Award ID): 00131724		**UNDP-GEF PIMS ID number:** 5880
Atlas Output ID (formerly Project ID): 00124661		**GEF ID number:** 9705
Planned start date: 27st October 2021		**Duration / Planned end date:** 5 years / 26th October 2026
LPAC meeting date: 19 August 2020		

Brief project description:

The project objective is to strengthen the systemic and institutional capacity, to reduce multiple threats to globally significant marine ecosystems and achieve sustainable blue growth in Cabo Verde.

Cabo Verde's globally significant marine biodiversity faces three broad threats: (i) Marine species are being over-exploited; (ii) Rapidly expanding development threatens fragile marine habitats; and (iii) Climate change is advancing.

The pace of development and exploitation is moving faster than the Government can generate the capacity improvements required to sustainably manage and conserve marine resources.

This project's theory of change is based upon four integrated components:

I. ensure that a full set of functioning and self-sustaining national frameworks for maritime sector planning and threat management are operationalized;
II. make certain that an effective national regulatory and management framework for the MPA system is implemented and sustainably financed;
III. assist in securing the conservation of Cabo Verde's largest MPA complex;
IV. set in place a functional system to support monitoring, evaluation and knowledge management to inform adaptive and strategic management.

The catalytic impact of this GEF investment will deliver global environmental benefits across Cabo Verde's marine environment at both the local and national level.

FINANCING PLAN *(only cash transferred to UNDP bank account and budgeted under the same GEF project should be included under this section (1), all others should be included under section (2).*	
GEF Trust Fund	USD 3,787,864
UNDP TRAC resources	USD *0*
Cash co-financing to be administered by UNDP	USD *0*
(1) Total Budget administered by UNDP	**USD 3,787,864**
OTHER CO-FINANCING (*all other co-financing that is not cash co-financing administered by UNDP)*	
MAA – DNA (in-kind)	USD 710,000
MAA – DNA (grant)	USD 7,400,750
MM (in-kind)	USD 6,051,002
MM (grant)	USD 1,177,020
Guaranteed by the Result Implementing Partner 3	USD 6,989,016
(2) Total co-financing	**USD 22,327,788**
(3) Grand-Total Project Financing (1)+(2)	**USD 26,115,652**

SIGNATURES		
Signature: XXX Ministry of Agriculture and Environment	**Agreed by Government**	**Date/Month/Year:**
Signature: Águeda de Burgo, GEF OFP, National Director for the Environment	**Agreed by Implementing Partner**	**Date/Month/Year:**
Signature: Ana Patricia Graca, RR/RC UNDP Cabo Verde	**Agreed by UNDP Cabo Verde**	**Date/Month/Year:**

Key GEF Project Cycle Milestones:

Project document signature: within 25 days of GEF CEO endorsement
First disbursement date: within 40 days of GEF CEO endorsement
Inception workshop date: within 60 days of GEF CEO endorsement
Operational closure: within 3 months of posting of TE to UNDP ERC
Financial closure: within 6 months of operational closure

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Acronyms

AfDB	African Development Bank
Anti-Fouling C	Anti-Fouling Convention
APESC	Cabo Verde Fisher's Association (Associação Armadores de Pesca de Cabo Verde)
ASA	Airports and Aerial Security (Aeroportos e Segurança Aérea de Cabo Verde)
Associação Ambiental Caretta Caretta	Cabo Verde NGO
BD	Biodiversity
Biflores – Conservação da Biodiversidade	Cabo Verde NGO
Bios-CV	Cabo Verde NGO
BIOSFERA	Cabo Verde NGO
CECAF	Fisheries Committee for the Eastern Central Atlantic
CEPF	Critical Ecosystem Partnership Fund
CHM	Clearing House Mechanism
CMPA	Coastal and Marine Protected Area
COSMAR	Operational Centre for Maritime Security (Centro de Operações de Segurança Marítima)
CR	Critically Endangered
CV	Cabo Verde
CVE	Cabo Verde Escudos (national currency)
DGPOG	Directorate-General for Planning, Budget and Management (Direção Geral de Planeamento, Orçamento e Gestão)
DNA	National Directorate for Environment
DNPA	General Direction for Fisheries and Aquaculture
DGTT	General Directorate of Tourism
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
EN	Endangered
EMAR	School of the Sea
ENAPOR	National Port Company Administration
FAO	UN Food and Agriculture Organization
FIBA	Fondation Internationale pour le Banc d'Arguin
FNA	Fundo Nacional do Ambiente
FSP	Full Sized Project
GC	Coast Guard (Guarda Costeira)
GDP	Gross Domestic Product
GEB	Global Environmental Benefits
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GOCV	Government of Cabo Verde
HDI	Human Development Index
HR	Human Resource(s)
IAS	Invasive Alien Species
ICCAT	International Commission for the Conservation of Atlantic Tunas
ICO	Intergovernmental Oceanographic Commission
IMO	International Maritime Organization
IMP	Maritime and Ports Institute
IMSP	Integrated Marine Spatial Plan(nning)
INDP	National Institute for Fisheries Development
INR	Integrated Natural Reserve
IUU	Illegal, Unregulated and Unreported
KBA	Key Biodiversity Area
KM	Knowledge Management
Lantuna	Cabo Verde NGO
London C.	London Convention
M&E	Monitoring & Evaluation

MAA	Ministry of Agriculture and Environment
MARPOL	International Convention for the Prevention of Pollution from Ships
MARPROF-CV	Cabo Verde Deep Sea Resources Research and Sustainable Use/Management Project
MM	Ministry of the Sea
METT	GEF PA Management Effectiveness Tracking Tool
MFFE	Ministry of Finance and Business Development
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MRV	Monitoring Reporting and Verification
MSC	Marine Stewardship Council
MSP	Medium Sized Project
MTT	Ministry of Tourism and Transport
Natura2000	Cabo Verde NGO
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organization
NPAS/ENAP	National Protected Areas Strategy 2013-2022
NR	Natural Reserve
NT	Near Threatened
OPRC	International Convention on Oil Pollution Preparedness, Response and Co-operation
PA	Protected Area
PANA	National Environmental Action Plan
PER	(Biodiversity) Public Expenditure Review
PIF	Project Identification Form
PIR	GEF Project Implementation Report
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PRAO-CV	West Africa Regional Fisheries Programme in Cabo Verde
PRCM	Regional Partnership for the Conservation of Coastal and Marine Zones in West Africa
Projeto Vito	Cabo Verde NGO
RTA	UNDP-GEF Regional Technical Advisor
SEA	Strategic Environmental Assessment
SGP	Small Grants Programme
SIDS	Small Island Developing States
SRFC	Sub-Regional Fisheries Commission
STAP	GEF Scientific Technical Advisory Panel
TT	GEF Tracking Tool
UNICV	University of Cabo Verde
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNDP	United Nations Development Programme
UNDP-GEF	UNDP Global Environmental Finance Unit
VMS	Vessel Monitoring System
UTA	Atlantic Technical University
VTS	Vessel Traffic Management System
VU	Vulnerable
WWF	International NGO (World Wildlife Foundation)

I. DEVELOPMENT CHALLENGE

1.1 Project Setting

1. The Republic of Cabo Verde is a Small Island Developing State (SID) and a member of the African Union. Cabo Verde is situated between 600 and 900 km off the West African coast. The country consists of 10 islands and 8 islets divided into the northern Windward Islands (Santo Antão, São Vicente, Santa Luzia, São Nicolau, Sal and Boavista) and the southern Leeward Islands (Maio, Santiago, Fogo and Brava)[1]. Only nine islands are inhabited. The eight islets and the island of Santa Luzia are uninhabited.

2. Cabo Verde is semi-arid receiving an average annual rainfall of 261 millimetres[2]. There is little natural vegetation and/or fresh water. The nation relies increasingly upon desalination. Most of the islands are rocky with steep relief. Four islands (Santiago, Fogo, Santo Antão and São Nicolau) have mountains that exceed 1,200 meters. The highest point is the Mount Fogo volcano that reaches over 2,800 meters. The three eastern islands (Sal, Boavista and Maio) are sandy and largely flat with maximum elevations of less than 400 meters.

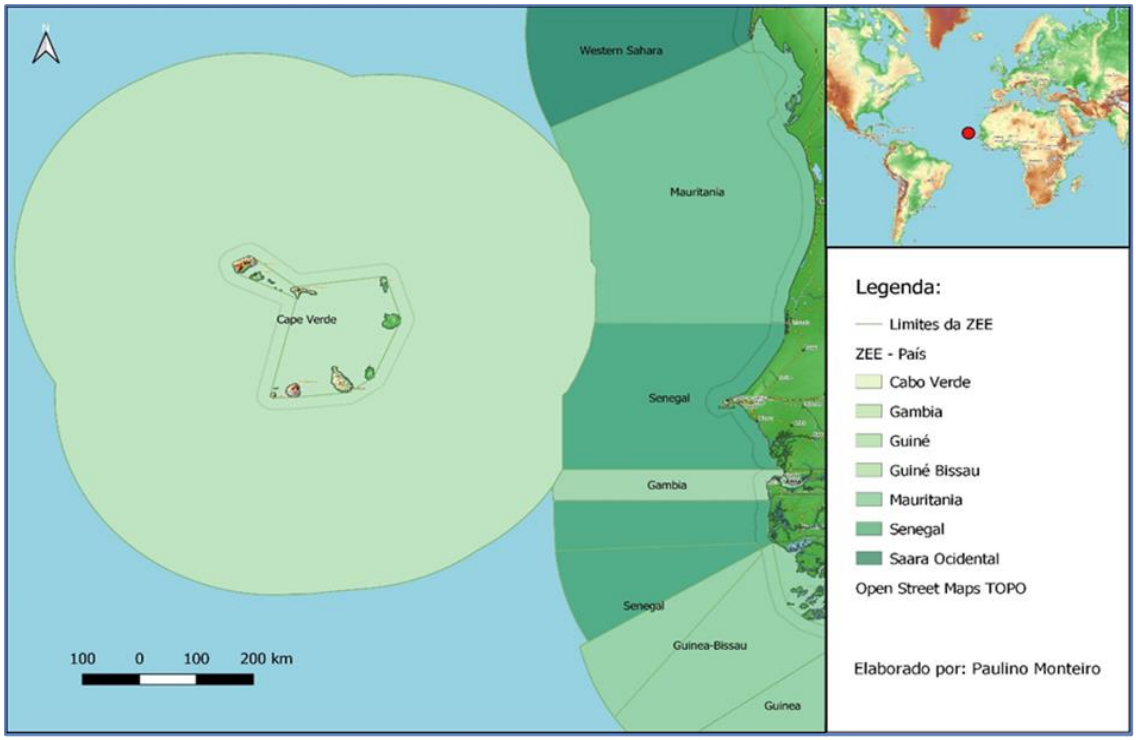


Figure 1 – Map of Cabo Verde

[3]

3. The total land mass is approximately 4,000 km^2. The country has 952 kilometres of coast line and an Exclusive Economic Zone (EEZ) of roughly the same size as Chile or more than twice the size of Germany covering an area of over 800,000 km^2. This immense EEZ includes ecologically and economically significant oceanic features such as three highly important sea mounts. Of note, the country is in negotiations to expand its EEZ. This is being done with technical and financial support from Norway Government, in partnership with the Governments of Gambia, Guinea-Bissau, Guinea Conakry, Mauritania, Senegal and Sierra Leone.

4. The total number of Cabo Verde citizens is approximately 498,063[4]. However, nearly 200,000 Cabo Verdeans live abroad (ref). The nation's capital city is Praia located on the Leeward Island of Santiago. Many government functionaries are also situated in Cabo Verde's second city of Mindelo, located on the Windward Island of São Vicente. Praia has a population of approximately 142,000 and Mindelo has a population of

[1] https://www.nationsonline.org/oneworld/cape_verde.htm
[2] https://weather-and-climate.com/average-monthly-Rainfall-Temperature-Sunshine-in-Cape-Verde
[3] Monteiro, 2020; Performance, Desafios e Perspetivas da Pesca em Cabo Verde: Da perceção dos pescadores a gestão sustentável dos recursos marinhos
[4] INE, 2021; V RECENSEAMENTO GERAL DA POPULAÇÃO E HABITAÇÃO (RGPH – 2021) -RESULTADOS PRELIMINARES

approximately 74,000[5]. Mindelo and Praia are separated by nearly 400 kilometres with regular commercial flights linking the two cities.

In latest decades, Cabo Verde was facing a phase of economic growth phase, graduating in 2007d from being a Least Developed to a Middle-Income Country. Years later, in 2015, the country was ranked as the 2nd one on the Ibrahim Index of African Governance. The total government budget for 2016 was US$ 511 million and the World Bank estimated the GDP per capita to be of US$ 3,200 in 2017. Cabo Verde's 2016 HDI score ranked 10th for all of Africa and in the top sixty-percentile globally. However, Cabo Verde's GDP for 2018 increase increased only 0.76% and, in 2020 it was about $1.70B, a 14.03% decline from 2019[6].

5. The literacy rate is estimated to be 86.8%. However, male literacy rates are at 91.5% while female are at 82%. The median life expectancy is 71.12 years for men and 75.89 years for women[7]. The unemployment for men is 13% and 17% for women. In spite of recent economy improvements, poverty is persistent. In 2015, Cabo Verde's global absolute poverty rate was approximately 35%. According to the Ministry of Finance, there are currently 180,000 people living in absolute poverty with 54,395 in extreme poverty subsisting on US$ 3/day or less. Women (54%) are the majority of the poor.

6. The share on country's GDP is roughly: 70% service sector, 20% remittances, 9% fisheries and agriculture, and the remainder light manufacturing. Mining and other natural resource extractive industries are statistically absent.

7. According to FAO, the agriculture is very limited in Cabo Verde Almost 80% of all food and 85% of domestic cereal demand is imported. Commercial agriculture occurs on only five islands: Santiago, São Vicente, São Nicolau, Fogo and Santo Antão. There are crops, such as coffee and wine. FAO's 2014 livestock production index places Cabo Verde almost at the bottom, ranking 183 from 190 nations globally. Less than 50,000 hectares in the entire country is suitable for crop production. The Government of Cabo Verde and FAO reported that in 2017 both crops and livestock production suffered catastrophic losses. This was due to climate related events, including severe and prolonged drought, as well as pest outbreaks (Fall Armyworm, Senegalese grasshoppers, and southern green stinkbugs). This loss of domestic production will result in a need to increase agricultural imports by nearly 25%.

8. Remittances are immensely important to Cabo Verde's economy. As noted, nearly 40% of Cabo Verdeans reside overseas. In 2011, the World Bank estimated that 70% of college-educated Cabo Verdeans emigrate. Most households rely upon remittances received from the very large pool of out-of-country labour. The World Bank and US States Department state that remittances have provided 40% of export earnings since 2000 and that a 20% of GDP contribution is likely very conservative.

9. Labelled as "Blue Economy" or "Blue Growth", expansion of the maritime economy has become a national intention of highest priority. Although the specifics are not well-defined, this ambitious program loosely covers marine fisheries, coastal tourism, and shipping. The tourism sector is seeing new and ever larger coastal tourism developments, including internationally financed casinos and all-inclusive resorts and the construction of a cruise terminal, about to begin. The port system is extending to accommodate increasing numbers of larger vessels. Fisheries continue to expand. Potential growth in the fisheries sector is considered to be limited due to many factors, including over-exploited fish stocks. However, opportunities exist to increase sustainability and improve value, through better management and strategic value adding investments.

10. In 1995, approximately 30,000 tourists visited Cabo Verde. In 2016, this number jumped to 644,429, increasing to 819,308 in 2019[8]. For 2017, according to the Ministry of Finance, more than 720,000 tourists visited the islands. This exponential growth was anticipated to continue, but there was a decrease to only 207,125 in recent years due to the effects of Covid. According to the World Travel and Tourism Council, tourism directly contributed approximately 17% of GDP in 2016 and was likely approach 30% of GDP within the next decade. However, the total contribution of the tourism sector to Cabo Verde is suspected to be larger. The cumulative value of Cabo Verde's service sector is nearly 70% of GDP. Tourism is driving growth in construction, retail, transportation, energy, financial, services, etc.

11. Cabo Verde's tourism sector is founded upon the country's extensive and previously un-developed coasts. The sector has grown rapidly as investors are drawn to opportunities to install coastal infrastructure in

[5] INE, 2021; V RECENSEAMENTO GERAL DA POPULAÇÃO E HABITAÇÃO (RGPH – 2021) -RESULTADOS PRELIMINARES
[6] https://www.macrotrends.net/countries/CPV/cabo-verde/gdp-gross-domestic-product
[7] https://www.cia.gov/the-world-factbook/countries/cabo-verde/
[8] https://ine.cv/quadros/estatisticas-do-turismo-2020-procura-oferta/

prime locations. Cabo Verde caters to the European market with generally large resorts targeting high-volume, low-price point "sun and sand" tourists. Most resorts are "self-contained" with individual tourism operators directly importing commodities, including fish. Mass tourism development began on the islands of Sal and Boa Vista. It is now quickly spreading to several other islands.

12. Sport fishing is an emerging tourism market. Billfish are an apex predator that depends upon healthy fisheries for survival. Anecdotal reports indicate that billfish numbers are decreasing due to over-exploited bait-fish and pelagic. Regardless, Cabo Verde continues to offer some of the world's largest blue marlin. The sea near the proposed project site of Santa Luzia and particularly the channel between São Vicente and São Antão is world renowned for having very good numbers of extremely big marlin. Specimens here can be well over 500 kilograms and 4 meters in length. Sport fishing is catch/release with nearly all anglers releasing fish unharmed. Most sport fishing originates in the Mindelo harbour. There are approximately 10 – 15 active sport fishing operations providing six-month seasonal jobs for 30 - 45 persons. The government does not actively promote the conservation of billfish. However, sport fishing brings in an estimated US$ 4 - 6 million annually in gross revenue including boat fees, meals, lodging, and airfare.

13. Cabo Verde is situated along major north-south sea routes. The country provides support services for cargo ships, industrial fishing vessels, and large tourism cruise ships. This includes harbouring, waste disposal, refuelling, fluid/oil exchange and provision of fresh water. The country has main ports in Praia and Mindelo. Porto Grande is in Mindelo. Porto Grande provides casual employment to nearly 2,000 persons. As part of the "Blue Economy", the country is seeking to expand vessel support services. There are currently efforts underway to construct or substantially expand ports and marinas across the country. This includes Mindelo, Praia and the islands of Nicolau, Maio, Sal and Boavista.

Table 1 – Movement of containers and passengers through the ports of Cabo Verde in 2021 (Source: ENAPOR)

Port	Nr of containers (TEU)	Nr of passengers
Porto Grande	24,0368	389,905
Porto da Praia	50,510	120,221
Porto de Palmeira	4,124	41,035
Porto Sal-Rei	1,086	39,579
Porto Novo	166	330,400
Porto V. Cavaleiros	1694	54,028
Porto Tarrafal	158	52,705
Porto Inglês	450	37,656
Porto Furna	166	23,484
Total	**82,387**	**1089,013**

14. The Port Grande in Mindelo has secured financing and approval to double tourism vessel capacity to starts in 2019, but still delay. The Netherlands will finance 35% of the port expansion, the OFID Bank will finance 55%, and the Government will finance 10%. The port will go from annually servicing 40 – 50 cruise ships and 30,000 – 40,000 tourism disembarkations to approximately 90 - 100 boats with 60,000 – 80,000 tourists annually. The government approached Chinese investors regarding to support transitioning the port in Mindelo into a Special Economic Zone of Maritime Economy (ZEEEM).

15. Ocean fisheries are principal to the nation's sustainable livelihoods and food security. Comprehensive data for this sector is sparse. The sector is almost exclusively directed towards wild fish. Aquaculture is limited to shrimps, with a new project on blue fin tuna about to starts. FAO estimates that 60% of the total value of fishery exports comes from tuna. The World Bank reports fishing as representing less than 6% of GDP in 2017. FAO FishStat states that exports of fish and fishery products were valued at US$ 58.4 million and represented 84% of Cabo Verde's total merchandise trade in 2015. Recovering from the crisis, it reached more than 75% of total export in November 2021[9].

16. Cabo Verde is heavily reliant upon expensive food imports. Ocean fisheries are almost the only food commodity produced nationally. Government and FAO estimate average per capita fish consumption somewhere between 12 - 20 kg per year. However, this figure does not disaggregate households based upon income. The marine fisheries sector is critically important to livelihood strategies for underprivileged Cabo Verdeans. Poverty rates are highest amongst the country's rural communities. Rural households rely almost

[9] INE, 2021; Boletind das Estatisticas do Comercio Externo – Novembro de 2021

entirely upon relatively inexpensive and historically easy to access marine resources for subsistence and income.

17. Artisanal fishing families divide roles by gender. Men are tasked with harvest and women take responsibility for sales. In some rural communities targeted by this project near the Santa Luzia protected area, almost the entire male population works on fishing boats while most of the female population is engaged in sales.

18. During the PPG phase, community leaders, artisanal fishing families, women's groups, and local street sellers were interviewed. These stakeholders repeatedly noted that their economic and food security hardships are directly correlated with availability of fish resources. These families estimate that they hope to catch 20 kilograms of fish per day. Of this total, each crew member (approximately 3 per boat) will keep between 2 – 3 kilograms of fish per day for household consumption. The remainder will go to market.

Table 2 – Working forces of communities from S. Vicente exploiting Sta. Luzia and Islets

Artisanal Fishers San Vicente/Santa Luzia[10]			
Village name	**Working Age Adults (Est).**	**Fishing Boats**	**Fishing Boat Workforce**
Salamansa	250 – 350	36	100 - 130
São Pedro	550 – 650	36	110 - 150
Calhau	450 - 550	8	25 active (25 not active)
Total	**1,250 – 1,550**	**81**	**235 - 305**

19. Cabo Verde manages fisheries based upon four fleets: national artisanal, national semi-industrial and industrial, and international commercial. The artisanal fleet is limited to small boats of approximately 6-9 meters. Around 80% of artisanal boats have small (8 to 25hp) motors, but some still being powered by sail and oars[11]. Semi-industrial fishing boats are between 14 – 20 m. They generally have enclosed cabins. The international vessels are large industrial ships designed to target pelagic species.

20. Fishing is essentially an "open access" regime with three broad limitations; number of vessels, assigned area, and fishing technique. From 2010 to 2015, the total number of artisanal vessels increased by more than 30%. In 2015, the Government began to regulate the total number of artisanal vessels. Now each fleet size is broadly restricted.

21. Each fleet is assigned fishing waters based upon shore distance. The national artisanal fleet may fish from 0 – 3 miles from shore. The national semi-industrial fleet may fish within this artisanal area only to collect "bait fish". The semi-industrial fleet may fish from 3 – 12 miles from shore. The international fleet may fish the entire EEZ starting from 12 miles off shore.

22. The national fleet consists of approximately 1,588 licensed artisanal vessels and 122 licensed semi-industrial fishing vessels[12]. The national artisanal and semi-industrial boats require two licenses: one for fishing and a second verifying the boat is seaworthy. Both licenses are acquired from Ministry of the Sea Although both semi-industrial and industrial ships are legally required to have VMS, there is no legal requirement for artisanal vessels to have tracking devices.

23. The World Bank in 2009 estimated that 5% of Cabo Verdeans are employed in the fishing industry.[13] FAO reports a total employment in the fisheries industry has grown substantially. Based upon Government statistics, the total number of persons employed in the fisheries industry grew from 3,300 in 1980 to approximately 14,000 by 2012. The national fishing fleet directly more than 6,000 in 2018[14]. Each artisanal vessel will have a crew between 3 – 5 fishermen. Semi-industrial vessels will have crews up to 15 persons. An additional 6,000 – 7,000 persons are employed in fisheries related industries such as marketing/sales, fish processing, and vessel maintenance.

24. Approximately 106 international fishing vessels currently have permission to access Cabo Verde's waters. To legally access the EEZ, international boats must be registered with the Ministry of the Sea. Vessels

[1010] Data from DGRM's data base

[11] Data from DGRM's data base

[12] Data from DGRM's data base

[13] "International Bank for Reconstruction and Development International Devleopment Association: Country Partnership STratege for The Republic of Cabo Verde for the Period of FY 09-12, March 25, 2009"

[14] https://www.fao.org/fishery/en/facp/cpv?lang=en

are remotely monitored by MM with Coast Guard support. The international fleet includes: 71 boats from the EU, 20 boats from Japan, 9 from Belize/Panama, 4 from Senegal and 2 from Angola.

25. International agreements and associated fees vary, depending upon individual agreements. For non-EU vessels, in 2012 license fees were: US$ 9,000 for tuna purse seiners; US$ 7,500 for Japanese long liners; US$ 5,000 for Chinese long liners; and, US$ 400 for Senegalese pole and line vessels. (COFREPECHE et al., 2013)

26. The new Protocol of the Fisheries Partnership Agreement between the European Union and the Republic of Cabo Verde is illustrative. The agreement allows a total of 691 EU vessels to fish in Cabo Verdean waters for tuna and tuna-like species. EU fishing vessels are from Spain, Portugal and France.

Table 3 – EU Fishing Fleets Number of Licenses, by Gear

Composition of EU Fishing Fleet[15]	
Vessel Type	Quantity
Tuna Freezer Seiners	28
Surface Long liners	27
Pole and line	14
Total	69

27. The agreement entered into force in 2019. The protocol covers a period of 5 years. The is estimated to worth EUR 3,750,000. The EU will directly pay Cabo Verde approximately EUR 400,000 for "access compensation". This is based upon a "reference" tonnage of 8,000 tons captured over four years. The EU will pay Cabo Verde an additional EUR 350,000 to "support the implementation of Cabo Verde's sectoral fisheries policy". The EU protocol estimates the total license fees paid by the EU fleet will be approximately EUR 600,000 per each of the 5-year period. [16]

Table 4 – Estimated Values of Fisheries Agreements Between Cabo Verde and EU

Estimated Value of EU Fishing Fleet --- 5 years: 2019-2024	
Category	Amount
Access Compensation	EUR 400,000
Financial support for implementation of national fisheries policy	EUR 350,000
EU Vessel License Fees	EUR 600,000
Estimated 5-year total	**EUR 1350,000**

28. Additional EU EEZ protocol elements to note for purposes of this project are:[17]

- Conservation Compliance: All EU vessels are to comply with conservation recommendations of ICCAT
- Catch Reports: All catches are to be reported to both EU and Cabo Verdean authorities by official log-book within 30 days of leaving Cabo Verdean waters
- Inspection at Sea and Observers: Cabo Verde has full authority to carry out inspections at sea. Cabo Verde is entitled to place a fisheries observer on EU vessels
- VMS: All EU vessels are to have functioning Satellite Monitoring Systems (VMS)

29. Other than license and access agreements, Cabo Verde benefits very little from EEZ fishing. For instance, the international fleet will generally not land and/or process their catch in Cabo Verde. Fish captured by the national fleet (semi-industrial mainly) is processed for national consumption and export.

30. Fish from the artisanal fleet is normally sold in one of three ways. The women will sell directly at one of the local open-air markets. This is often difficult to do because local traders "own" market stalls through the municipalities so rural families have limited market access. As a result, the artisanal families will sell their fish to a local trader who will then, in turn, sell the fish either through a stall or to local retailers (e.g.,

[15] Aplication Protocol for the Partnership Agreement on Fisheries Between Cabo Verde and European Community (2019-2024)
[16] Aplication Protocol for the Partnership Agreement on Fisheries Between Cabo Verde and European Community (2019-2024)

[17] Aplication Protocol for the Partnership Agreement on Fisheries Between Cabo Verde and European Community (2019-2024)

restaurants). The third way women will sell fish is by hawking directly on the street, carrying small baskets of fish for local community purchase.

31. Semi-industrial boats will generally market lower value species through traders, similar to the practices of the artisanal fishing community. Higher value fish may be sold to fish processers for either national or international consumption. In Mindelo, semi-industrial boats tend to offload at the market peer and at the fishing complex. The tuna processing plant built in 2015 is also on the pier. In general, co-operation and development with fisheries increased particularly five years ago and an ice facility was built which facilities trans-shipment to factories or direct export. Roughly 40,000 tons of fish was exported through the port in 2014 and the projection was for volumes to reach 60,000 to 70,000 tons in 2015, consisting mostly of tuna.

32. There are three processing facilities in Cabo Verde. The fish fillets are exported mainly after processing, through 2 canaries based in Cabo Verde: Sucla and Frescomar. While, the first is national and termed "family business" because of its poor production capacity; the second is of Spanish origin and already owns factories in countries such as Spain, Morocco, China, Russia and Cabo Verde.

33. The Frescomar factory was constructed in 2000 as a cannery primarily of tuna and mackerel. It started off as a public owned enterprise under the Ministry of Economy, but in 2008 the Spanish Ubago Group took over the operation of the facility. In 2010 it laid off workers due to lack of raw material (i.e., fish) and at the time it was estimated that capacity utilization was in the region of 25-40%.

34. In 2015, Atunlo CV processing plant was opened. Owned by the government, it is explored by a group of foreign companies. The factory has the capacity to fillet and freeze tuna with a cold storage unit capable of storing 3,000t of fish.

35. The smaller SUCLA plant on the island of São Nicolau is focused on tuna canning and has undergone various upgrades over the years. The factory employs approximately 200 people directly. Its main market is domestic, but it does also export to longstanding customers in Portugal, Italy and the United States.[18]

36. Cabo Verde's pace of developing aquaculture has been slow. However, this sector is on a developing mode. The first commercial aquaculture initiative was constructed in the town of Calhau, in São Vicente. The project co-financed by the Dutch government through the Private Sector Investment Program (PSI) produces shrimp and intends to produce tilapia for commercialization in the domestic and foreign markets. The company, together with its national and foreign partners[19], produces the Pacific white shrimp *Litopenaeus vannamei* through the semi-intensive farming system, and intends to produce juveniles of tilapia *Oreochromis spp.* using all-male technology to be used as live bait in traditional tuna fishery. In addition, a farm to produce blue fin tine ins being implemented in the zone of Flamengo.

1.2 Governance: Institutional and Policy Framework

37. The Republic of Cabo Verde gained independence from Portugal in 1975. The nation adopted its first constitution in 1980. The constitution was substantially revised in 1992 when Cabo Verde fully embraced multi-party democracy. The country has a stable democracy with an independent judiciary, government, and national assembly. The Prime Minister heads the government. There are currently 17 ministries. Most ministries have a single cabinet minister. Others, such as the Ministry of the Sea and Ministry of Culture and Creative Industries, have a single minister representing both ministries. The deputy Prime Minister serves as the Minister of Finance and Business Development and Minister of Digital Economy.

Table 5 – Composition of the Government of Cabo Verde, by Ministries

[18] For more details see http://sucla.cv/index.php

[19] Partners: Sucla, Sociedade Ultramarina de Conservas Lda. (Cabo Verde); Universo Pescados Lda. (Brazil); Ecos Consultorias Lda. (Cabo Verde); Indupesca Lda. (Cabo Verde); SINN Power (Germany); Elemental Water Makers; PSI (Dutch Government)

Government of Cabo Verde[20]	
Ministry of Agriculture and Environment	Ministry of Internal Administration
Ministry of the sea and Ministry of Culture and Creative Industries	Ministry of Industry, Commerce and Energy
Ministry of Tourism and Transport	Ministry of Education
Ministry of Finance and Business Development and Minister of Digital Economy	Minister of Foreign Affairs, Cooperation and Regional Integration
Deputy Minister to the Prime Minister for Youth and Sport	Minister of Communities
Ministry of State, National Defense and Minister of Territorial Cohesion	Ministry of Health
Minister of State, Family, Inclusion and Social Development	Ministry of Infrastructure, Spatial Planning and Housing
Ministry of Justice	Minister of State Modernization and Public Administration
Minister of the Presidency of the Council of Ministers and Parliamentary Affairs	

38. Government functions and agencies are highly decentralized. Mandates for marine conservation and use are not fully clarified and spread across multiple agencies. At least five core ministries and over a dozen sub-agencies are germane to this particular project. Each of these entities is legally responsible for some aspect of marine biodiversity conservation. The two most project relevant ministries are the Ministry of Agriculture and Environment (MAA) and Ministry of the Sea (MM). However, the Ministry of Finance and Business Development (MFFE), Ministry of Tourism (MOTT), Ministry of Defense (MD) and Ministry of Internal Administration (MIA) each have project critical mandates.

39. National government agencies are headquartered in both Praia and Mindelo. These key project agencies are located in Praia: Ministry of Agriculture and Environment, Ministry of Tourism, COSMAR, Ministry of Internal Administration and the Ministry of Finance. These key project agencies are located in Mindelo: Ministry of the Sea, Coast Guard services, Maritime Policy services and ENAPOR.

40. Cabo Verde has 22 municipalities scattered across the nine inhabited islands. Under the 2010 Law on Decentralization, each municipality has a great deal of financial and decision-making autonomy. Municipalities have authority over various aspects of resource management, education, health, and police and municipal investments. Municipalities generate their own tax revenue, receive monies from the central government, and from special funds such as the National Environment Fund and Tourism Fund. Most national level ministries have representation at the municipal level that execute national and municipal level mandates through "Island Delegations". The municipalities have national level representation through the National Association of Cabo Verde Municipalities.

Ministry of the Sea

41. The Ministry of the Sea (MM) has authority over most marine and fisheries issues. The MM was created in 2021, after legislative elections and it's comprised of several institutions and agencies. Those most relevant to this project are described below.

- The *National Direction for Fisheries and Aquaculture (NDPA)* is responsible for the design, planning, implementation and evaluation of economic policies for the marine sector.
- The *General Inspection for Fisheries (GIF)* is responsible for fisheries monitoring, control and surveillance. This Unit is charged with enforcing fisheries policies, including the health, legality and quality of fishery products.
- The *Institute for Maritime and Ports (IMP)* regulates ports, vessel licensing, and IMO protocols. Of note, the national port manager is ENAPOR. This is a public-private entity under the regulatory jurisdiction of the MM. The IMP maintains a data base of all vessels and operates the multi-input Vessel Traffic Management System (VTMS). The IMP has the authority to develop but has not developed marine spatial plans and coastal development plans.

[20] https://www.governo.cv/

- The *Institute of the Sea (IMar)* conducts marine research, collects statistical data and assists with capacity building for academia and private stakeholders. The IMar, composed by three departments, has autonomy to prioritize research and actively seeks outside funding for these activities.
- The *School of the Sea (EMAR*) is responsible for capacity buying, non-degree, among stakeholder of fisheries sector and related ones.

Ministry of Agriculture and Environment

42. All environmental issues, run through the Ministry of Agriculture and Environment (MAA), fall under the authority of the National Directorate for Environment (DNA). The DNA has as mission, the design, regulation, execution and direct support to the Minister, in the fields of the environment, namely, the prevention and assessment of impacts, nature conservation, environmental information, climate change and monitoring of environmental quality. DNA overseeing EIA's and serves as national GEF Focal Point. The DNA's Nature Conservation Service (DSCN) is tasked with both protected and endangered species conservation and protected areas management.

43. The MAA's authority over marine conservation is limited. The DNA has authority over MPA's, but does not have direct authority over fisheries management within protected areas, but must call upon MM support, that hold fisheries management jurisdiction. The MAA only has general authority over endangered species. The DNA generated species management plans for corals and drafted the ones for sharks and seabirds. The MAA does not have authority over coastal zone management but does oversea EIA's relevant to coastal zone development.

Ministry of Finance

44. The Ministry of Finance (MF) defines, promotes and implements the Government's fiscal policies. The two main branches relevant for this project are the office of planning and the office of budget. Financing decisions are guided by the national Strategic Plan for Sustainable Development (PEDS). The PEDS is linked to the delivery of Sustainable Development Goals (SDG's). Each Ministry has a Directorate responsible for planning, budget and management. Each directorate provides the Ministry of Finance with financial reports and requests for funding priorities.

45. The budget is divided into mandatory spending (70%), funding for on-going commitments/projects (20%), and new programs (10%). Final budget recommendations, including new funding priorities, are made by the Ministry of Finance and are loosely based upon: The Strategic Plan for Sustainable Development (PEDS) national government guidance, and priorities of each Ministry. During last year's budget cycle, the government's priorities were investing in justice, security and health.

46. Most Ministries also actively seek additional funding from donors and others. In addition, there are two special government funds relevant to this project: The National Environment Fund and the Tourism Fund. Although the use of these funds is reported to the Ministry of Finance, the actual allocation decisions are done separate from the Ministry.

Ministry of Tourism

47. General Directorate of Tourism (DGTT) is responsible for tourism planning and projects, policy development, the elaboration or laws, regulations, licensing and certification.

Ministry of Defense

48. The Coast Guard falls under the Ministry of Defense, being largely responsible for monitoring fishing activity in the water of Cabo Verde, including reporting illegal fishing activities. Actual enforcement and prosecution of fisheries related violations is under MM jurisdiction.

National Fisheries Council

49. The National Fisheries Council meets annually and has representation from private, government, and NGO stakeholders. The Fisheries Council is responsible for vetting fisheries policies proposed by MM and providing recommendations to cabinet and parliament regarding adoption. The Fisheries Councils have

representation from artisanal fishing "community-based" organizations as well as the Association *Armadores de Pesca Cabo Verde* (APESC), which represents most of the national semi-industrial fleet. The Fisheries Council generally convenes once a year.

Relevant Laws and Policies

50. Cabo Verde has a strong and coherent national legal and regulatory framework related to the conservation of the marine environment. The country does not take full benefit from the regulatory framework due to lack of means to control and effectively implement it.

- *National Environmental Law:* The General Environmental Law (Law 86/IV/93) establishes the foundations of Cabo Verde environmental policy. The Decree-Law nº 27/2020 approves the legal framework for assessing the environmental impact of public and private projects likely to have significant effects on the environment. The Decree-Law nº 70/2020 establishes the system of fees due under the Environmental Impact Assessment (AIA) procedure.
- *Tourism:* Decree-Law 1/2005 establishes Integrated Tourism Development Zones (ZDTI). There is also a law on nature tourism (Law nº 42/2014) requiring accommodation in PAs be aligned with management priorities.
    - *Fisheries:* In 2020, a new framework law on the exploitation of fisheries enters into force, Legislative Decree nº 2/2020, of 19 March. This new instrument defines "the general regime for the management and ordering of fishing activities in national maritime waters and on the high seas", and considers fishery resources "properties of the State of Cape Verde". In the same year, the Legislative Decree nº 2/2021 was created to regulate commercial diving fishing. The Fisheries Resources Management Plan 2020-2024, valid for five years, has as main objectives to contribute to the improvement of the food safety and quality levels of the populations, guarantee the balance of payments and generate employment, and takes a new approach with regard to fisheries management, which are now defined in terms of the resource and not the gear, as in the previous plans. The Annual Executive Plan for the Management of Fisheries Resources (PEAGRP) for the year 2020 is valid for one year and aims at the "growing contribution of fisheries to increasing the value of national production, reducing the balance of payments deficit, increasing food security, guaranteeing the quality of fisheries products and increasing employment. This annual executive plan would be updated by the Annual Executive Plan for the Management of Fisheries Resources (PEAGRP) for the year 2021, which, in turn, was amended by Resolution No. 93/2021. I Series, No. 99 «B.O.» of the Republic of Cape Verde, of October 13, 2021, regarding restrictions on the use of artificial means of breathing in diving fishing.
- *Protected Areas and Species Conservation:* The Legal Framework for Natural Areas (Decree Law 3/2003) broadly authorizes the creation of protected areas. Laws on Protected Natural Spaces and Protection of plant and animal species were published in 2002 and 2003, respectively.
    - *Blue Economy/Blue Growth:* The Government of Cabo Verde (GOCV) with the support from FAO in 2015 prepared and adopted a Blue Growth Charter, as a first step. Years later, the country would adopt the Policy Charter for the Blue Economy in Cape Verde, Resolution no. 172/2020, 21 December, the Unified Strategy Framework for the Promotion of the Blue Economy in Cape Verde (CASUEB), the National Investment Plan for the Blue Economy in Cape Verde (PNIEA) and create the Blue Economy Promotion Program (PROMEB) 2020-2024.
- *Coastal Zone Development:* Cabo Verde adopted the "Special Planning for Coastal Areas Decree" in 2016. This decree defines coastal zones as 1,500 meters inland to 3 miles offshore. The decree calls for the development of coastal zone planning, including issues of sustainability and conservation. To date, no coastal zone planning has occurred other than for the sub-sector of tourism.
- *National Strategic Plan for Tourism Development (NSPDT):* This plan outlines the Government's strategic tourism development ambitions. The plan covers several issues including infrastructure development, classification, and promotion. The plan discusses the need to support sustainability and conservation of cultural and environmental resources.
- *Strategic Plan for Sustainable Development 2017/2030 (PED)*: Cabo Verde undertook a voluntary national review of SDGs in 2018. The PED is the main institutional tool to align all the Government financing and associated projects. National development planning is guided by the PED. The Strategy is intended elevate the importance of sustainability in development planning. The

Government aligns the PED with the delivery of UNDP's Sustainable Development Goals (SDG's). The Government takes this task seriously. In June 2018, the Government completed a "Voluntary National Report on the Implementation of the 2030 Agenda for Sustainable Development". A round-table is planned MOF for December 2018 which will consider ways in which funds and resources can be mobilised for sustainable development.

1.3 Project Site: Marine Protected Area Complex of Santa Luzia and islets Branco and Raso

51. The project is designed to have both national and regional impacts. Regional activity will focus on the eco-region that include the Santa Luzia Protected Area Complex. Located in northern Cabo Verde and situated between São Vicente and São Nicolau, the rectangular MPA is actually a complex of reserves that encompass the island of Santa Luzia and two proximate Islets: Branco and Raso. For the sake of brevity, this document often refers to Santa Luzia Protected Area and/or Protected Area Complex. This is inclusive of the island of Santa Luzia as well as the islets of Branco and Raso.

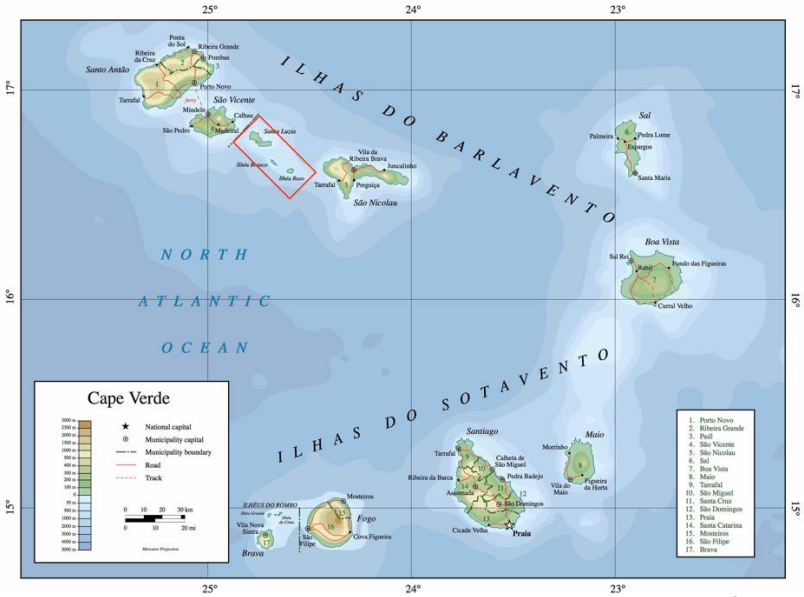


Figure 2 – Map of Cabo Verde, Showing Sta. Luzia PA's Location[21]

52. The total PA covers 60,960 ha. The PA includes approximately 56,240 ha of globally significant marine habitat inclusive of a 9,750-ha buffer zone. The terrestrial area is 4,281 ha. The area was declared a Natural Reserve in 1990 and became an official part of the National Network of Protected Areas in 2003. Santa Luzia is designated as a "Partial Natural Reserve". The Islets Branco and Raso are "Integral Natural Reserves".

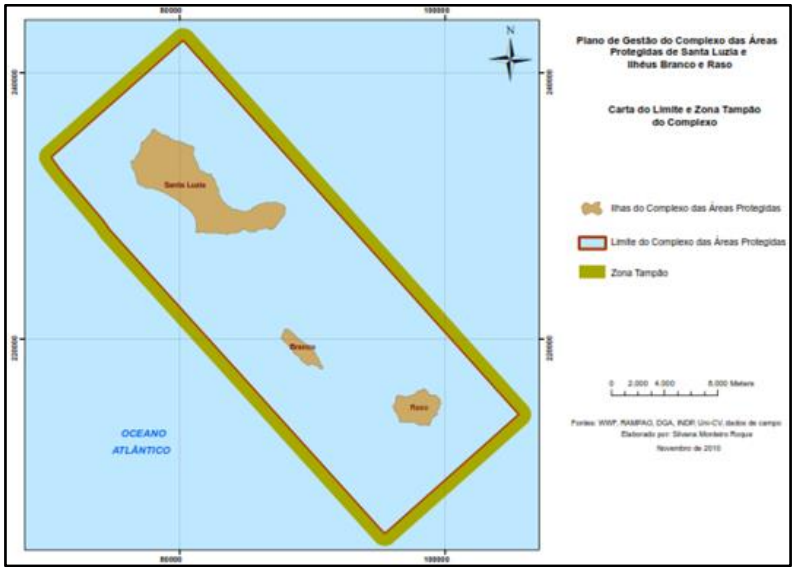


Figure 3 - Terrestrial and Marine Areas: Santa Luzia Protected Area Complex[22]

53. There are no permanent inhabitants within the Santa Luzia Protected Areas complex. However, the reserve is used by significant numbers of artisanal and semi-industrial vessels actively fishing this area. Santa Luzia's marine boundary is located less than 5 kilometres off shore from the island of São Vicente where Mindelo is situated. São Vicente has population density of more than 350 persons/km^2. Although less populated (13,000 persons), São Nicolau is located less than 10 kilometres to the east of the reserve's marine boundary. The Santa Luzia area is linked to both São Vincente and São Nicolao by productive marine shelfs. São Nicolau has a continental shelf of 561km^2 and São Vicente's is 487 km^2. A large number of residents of both islands rely upon fisheries and other marine resources for their livelihoods.

54. Semi-commercial vessels, sport fishing tourists, and illegal scuba/spear diving fishing interests all target Santa Luzia's rich fishing grounds. The area is particularly important to artisanal fishing vessels. Approximately 85% of fishing vessels entering the PA are artisanal. Fishing groups from small towns such as Salamansa and Calhau rely upon Santa Luzia. The coastal waters in and around the protected area are

[21] Ilustração não publicada da DNA
[22] Ilustração não publicada da DNA

historically important to these fishing families. Nine to ten-months out the year, when weather permits, these persons will fish in Santa Luzia waters. They sail across the channel to the island and camp/fish for several days before returning home.

55. The management of the complex is carried out by the Ministry of Agriculture and Environment through the Ministry Delegation in Mindelo, São Vicente. The activities of NGOs (BIOSFERA, and WWF in the past) have been critical to monitor and reduce threats. For instance, CEPF supported BIOSFERA studies on key biodiversity in the area and the development of a restoration plan for terrestrial species. On-going management efforts will be discussed in more detail in more detail in the baseline section.

1.4 Globally Significant Biodiversity

56. Cabo Verde is rich in globally significant biodiversity. The nation is the south-western outlier of the Mediterranean Biodiversity Hotspot. Cabo Verde's terrestrial habitats are linked to the ancient Macaronesia's Forests, one of WWF's Global 200 Ecoregions. WWF has identified Cabo Verde as one of the globe's most important marine ecosystems. The nation's coastal zones and 800,000 km^2 EEZ provide habitat for extensive marine biodiversity, with a significant rate of endemic and emblematic species. Cabo Verde sits along the Canary Current Large Marine Ecosystem (LME), one of 66 systems identified by US National Oceanic and Atmospheric Administration (NOAA) and supported by GEF programming.

57. More than 2,000 species of terrestrial fauna are identified in Cabo Verde, distributed in 3 phyla (Molluscs - 2%, Arthropods - 95% and Chordates - 3%). Arthropods are the most specific phylum in the whole archipelago, with 1,651 species being described, including 450 endemism, which gives it the status of the phylum with the highest number of endemism (about 83% of the total endemic species identified at the level national). Terrestrial biodiversity is well distributed nationally. Each island harbours at least one endemic species.

58. Cabo Verde has 31 taxa of reptiles belonging to three genera, Hemidatylus, with 5 species, Tarentola, with 14 species, and Chioninia, with 12 species. Of these taxa, 22 are native species. Endemic herpetofauna include: Stanger's Skink (*Chiononia stangeri*) (Status: NT); Cabo Verde Leaf-toed Gecko (*Hemidactylus bouvieri razoensis*) (Status: CR); Giant Wall Gecko (*Tarentola gigas brancoensis*); Raso Gecko (*Tarentola raziana*) (Status: NT). A remote hope remains that the officially extinct Cabo Verde Giant Skink (*Chioninia coctei*) still survives in the Santa Luzia protected area. The endemic giant gecko (*Tarentola gigas*) persists in good numbers.

59. There are 238 vascular plant taxa with 82 endemics. The several indigenous tree species include *Dracaena draco*, *Phoenix atlantica*, *Acacia albida* and the endemic *Sideroxylon marginata*. There are 153 bryophytes, among mosses and liverworts, of which 6 are endemic. The pteridophytes total 34 taxa, including one endemic, the *Dryopteris gorgonea* that can be found in Santo Antão, São Vicente and São Nicolau. Unfortunately, 65.6% of the species in this group are extinct or at risk of extinction.

60. The entire Cabo Verde archipelago is considered an Endemic Bird Area with 12 Important Bird Areas (IBA's) totalling 11,012 ha. There are 239 species recorded from the islands, including 41 native and migratory species. Among the native species, 5 are endemics and 8 are endemic subspecies. More than 50% of the native species are on the Red List of Birds of Cabo Verde. Four bird species are listed as globally threatened. This includes the endemic Raso Lark (*Alauda razae*) and Cabo Verde Warbler (*Acrocephalus brevipennis*). Cabo Verde has over 80 pairs of nesting osprey (*Pandion haliaetus)*, the largest population in the Western Palearctic. Santa Luzia protected area provides the only global habitat for the Raso Lark. Only 45 breeding pairs of Raso Lark remain. The country is highly critical habitat for seabirds with major nesting colonies remain on some of the remoter islands.

61. Cabo Verde's marine ecosystems are highly important globally. The zoogeographic composition of the coastal ichthyofauna of the Cabo Verde archipelago shows a predominance of Guinean species, followed by tropical-subtropical (amphi-Atlantic) fishes and several endemic species and ca. 38 endangered cartilaginous fish species. The check-list of coastal fish from the Cabo Verde Islands (Wirtz et al. 2013 *in* Freitas, 2014) includes 24 new records and lists a total of 315 fish species, of which 88% are Teleostei (bony fish) and the remainder Elasmobranchii (sharks, rays and skates). In 2022, these authors, together, revised these number to 23 endemic species and 303 different species living in all habitats. There are nearly forty endangered cartilaginous fish species, including sharks and rays. The endemic fish species in Cabo Verdean waters,

includes: Lubbock's Chromis (*Chromis lubbocki*), Cabo Verde Skate (*Raja herwigi*) and the Small tooth Sawfish (*Pristis pectinata*).

Table 6 – List of Endemic Fish Species of Cabo Verde

Endemic Fish Species of Cabo Verde[23]		
No	Species	Commercial Status
Sparidae		
1	Banded seabream *Diplodus fasciatus*	LC
2	White seabream *Diplodus sargus lineatus*	LC
3	Two-banded seabream *Diplodus prayensis*	LC
4	Bulldog dentex *Virididentex acromegalus*	C
Kyphosidae		
5	Blackfish drummer *Girella stuebeli*	LC
Mugilidae		
6	Cabo Verde mullet *Chelon bispinosus*	LC
Pomacentridae		
7	Lubbock's Chromis *Chromis lubbocki*	NC
8	Cabodamsel *Similiparma hermani*	NC
Blenniidae		
9	Mané Cabeça *Parablennius salensis*	NC
10	Manelinho *Scartella caboverdiana*	NC
11	Mané Cabeça *Microlipophrys caboverdensis*	NC
Gobiidae		
12	*Gobius tetrophthalmus*	NC
13	*Gobius ateriformis*	NC
14	*Mauligobius nigri*	NC
15	Salamansa goby *Gobius salamansa*	NC
16	*Didogobius janetarum*	NC
Gobiesocidae		
17	Barbel clingfish *Apletodon barbatus*	NC
Pinguipedidae		
18	*Parapercis atlantica*	NC
Belonidae		
19	Needlefish *Platybelone argalus lovii*	C
Labrisomidae		
20	*Malacoctenus carrowi*	NC
Rajidae		
21	Cabo Verde Skate *Raja herwigi*	LC
Haemulidae		
22	Guinean grunt *Parapristipoma humile*	C
Soleidae		
23	Cadenat's sole *Pegusa cadenati*	LC

62. Cabo Verde is one of the world's top ten coral biodiversity hotspots. The 'coralline community' in Cabo Verde is based on a complex environmental framework of deposits (carbonates/corals plus biota). Macroalgae, such as coralline algae of varying colour predominate. The anemone (soft coral), hard corals, sponges, rhodolites, are less common.

63. Cabo Verde's reef fish have only recently been more intensively studied. New discoveries are expected and based on reef fish endemism and zoogeography. A percentage of endemic coastal reef fish, excluding the pelagic and deep-water species, was calculated of 10.2% of 207 species attest significant speciation in Cabo Verde waters. The high endemism of the Cabo Verde Islands may be related to isolation (from West Africa and/or between islands), high heterogeneity of habitats and maintenance of warm tropical waters during glacial

[23] Wirtz et al., 2013; Freitas 2014, MAHOT 2014 and Freitas *et al.* 2018 (unpublished data).

periods. Cabo Verde will likely be designated a distinct Atlantic biogeographic province in its own right in the future.

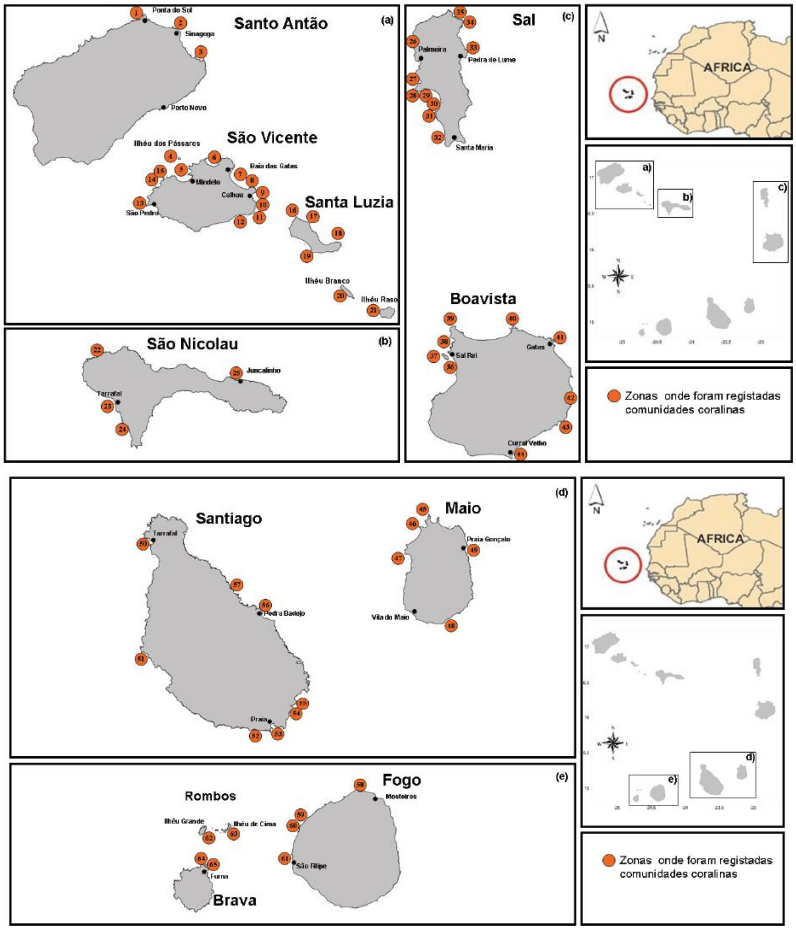


Figure 4 - Coral Communities of Cabo Verde (Source:)

64. Cabo Verde is a world centre for endemic molluscs. This includes nearly 50 Conus species or more than 10% of the genus's global species richness. The Santa Luzia ecosystem houses many marine invertebrates. However, there is only detailed information on annelids (benthic polychaetes with about 20 species in the Desertas), echinoderms and molluscs, the latter being the best-known group of gastropods, some of which are of commercial interest, such as the Bubonian Conch *Persististrombus latus* the Saffian Limpet *Cymbula safiana*, and Wobbly Keyhole Limpet *Fissurella sp*, among others. Many of these species are commercially targeted.

65. There are at least 23 species of whales and dolphins found in Cabo Verde. Despite the recent increase of attention given to cetaceans, distribution and population numbers are not well known. Several mating and calving sites have been identified. Areas near for instance, globally important humpback whales (*Megaptera novaeangliae)* utilize areas near both Boa Vista and Sal. Based upon observations, national experts suspect that there is a relatively high interannual return rate of humpbacks to Cabo Verdean waters with strong site fidelity to breeding grounds.

66. Cabo Verde provides important habitat for five or the world's seven sea turtle species. Critical status species are the Leatherback (*Dermochelys coriacea*) and Hawksbill Turtle (*Eretmochelys imbricata*). Endangered status species include the Green Turtle (*Chelonia mydas*) and Loggerhead (*Caretta caretta*). The vulnerable Olive Ridley (*Lepidochelys olivacea*) is also present. The loggerhead is the most common and the most representative sea turtle. Cabo Verde is the third most important loggerhead nesting site globally (after Florida and Oman) and the most important site throughout Africa.[24]

67. At national level, in 2020, according to the former national director of the Environment, Alexandre Nevsky, in a statement to Inforpress, the country recorded 198,787 turtle nests. Olive Ridley and Leatherback migrate through the waters of the archipelago and are difficult to observe. Hawksbill and Green turtle juveniles are often found feeding in neritic waters of Cabo Verde.

[24] https://bioscaboverde.com/tartarugas-biodiversidade-bv/

68. *Santa Luzia Protected Area Complex:* The un-inhabited Santa Luzia eco-region is one of Cabo Verde's best examples of globally important marine biodiversity. The protected area has been designated a Key Biodiversity Area documented in the CEPF hotspot profile for the Mediterranean Basin.

69. Recent distributional studies have added the islands of São Vicente and Santa Luzia as hotspots of coral diversity. There are at least 18 areas around these islands with highly important coral communities. As noted, some of the world's most important billfish populations are found within the greater Santa Luzia ecosystem. More than 500 loggerhead turtles' nests within the Santa Luzia reserve were registered. Sightings of whales and dolphins in the Santa Luzia region are common.

70. At least 12 species of cetaceans, including dolphins and whales, have been identified in the reserve. The Santa Luzia area is widely recognized as critical breeding habitat for humpbacks. The *humpback* is one of the most emblematic species of the reserve.

71. Almost 70 species of coastal fish belonging to at least three dozen families have been recorded so far. This includes 11 endemics such as: *Diplodus fasciatus, Diplodus lineatus, Diplodus prayensis, Virididentex acromegalus, Girella stuebeli, Chelon bispinosus, Chromis lubbocki, Similiparma hermani, Parablennius salensis, Scartella caboverdiana* and *Gobius tetrophthalmus*.

72. Santa Luzia is an IBA and provides critical habitat for migrating and breeding seabirds. This includes the main breeding population of Cabo Verde Shearwater (*Calonectris Diomedea edwardsii*), Boyd's shearwater (*Puffinus assimilis boydi*) and Band-rumped storm petrel (*Oceanodroma castro*). There are large colonies of White-faced storm petrel (*Pelagodroma marina*), Bulwer's Petrel (*Bulweria bulwerii*), Brown Booby (*Sula leucogaster*) and Red-billed tropic bird (*Phaethon aethereus*).

1.5 Global Environmental Challenge

Threats

73. Cabo Verde's globally significant marine biodiversity faces three broad threats:

- Marine species are being over-exploited by a combination of commercial and subsistence fishing interests;
- Rapidly expanding coastal zone development (e.g., tourism and industrial infrastructure) threatens to degrade fragile marine habitats;
- Climate change is advancing and will intensify existing pressures on marine ecosystems.

74. If current trends continue unabated, the nation's marine environment will reach a tipping point and collapse. Fissures in the ecosystem are already appearing. There is a dearth of rigorous fisheries data. However, all parties agree that fish stocks are swiftly depleting. This is indicated by diminished species diversity, size and abundance. Commercial, sport and artisanal fishers note that fewer fish are captured despite increased efforts. Experts report that entire groups of high value marine species, such as sharks and grouper, are being removed from the ecosystem.

75. The fundamental problem is that Cabo Verde's marine resources do not benefit from effective and informed management and oversight. Basic conservation tools such as national management guidelines and targets, comprehensive monitoring and reporting, reliable management financing, and effective, multiple use protected areas serving as fish refugia are not in place.

Threat #1: Unsustainable Harvest

76. Cabo Verde does not have rigorous data describing the rate, extent and impact of harvest. FAO FishStat and World Bank estimates that the total capture of fish by the artisanal and national semi-industrial fleets have increased dramatically reporting that the amount of catch has doubled in 10 years, from 2005 and 2015, getting

closed to However, most of these catches is done overseas, by vessels carrying national flag, and sometimes do not reach national ports.

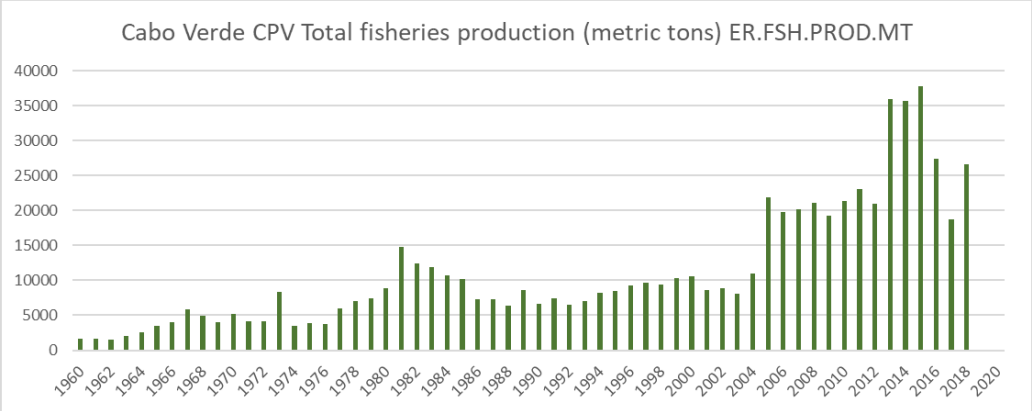


Figure 5 – Evolution of Total Catch in Fisheries at Cabo Verde from 1960 to 2018[25]

77. Targeted species include pelagic, such as Yellowfin Tuna (*Thunnus albacores)*, Bigeye Tuna *T.* (*obesus*), Little Tunny (*Euthynnus alletteratus)*, Skipjack Tuna (*Katsuwonus pelamis)*, Frigate Mackerel (*Auxis thazard),* Wahoo (*Acanthocybium solandri)* and different sharks. However, smaller coastal pelagic account for 75% of total captures. These smaller pelagic include mainly, Mackerel Scad *Decapterus macarellus*, Bigeye Scad (*Selar crumenophthalmus)* and Blackspot Picarel *(Spicara melanurus)*. Artisanal fleet landings were around 3,773 tons in 2017, including 31% tuna and related species, 21% small pelagic, 31% demersal only about 1% molluscs and crustaceans[26].

78. During the PPG phase, extensive discussions were held with stakeholders concerned with all aspects of fisheries harvest, marketing, and management. This included government, commercial, academic, and civil society interests. Every respondent declared that that Cabo Verde's fish resources are in decline. Artisanal vessels reported that the number, size, and variety of fish species caught were all diminished. Semi-industrial fishing vessels report the same. Both groups of stakeholders repeatedly commented that it required more effort to catch fewer fish and decreased varieties of fish. Sport anglers state that the number and size of billfish caught is in decline. These apex predators are very good indicators of overall ecosystem health. Stakeholders stated that artisanal fisheries near Sal and Boa Vista, where populations have increased due to tourism development, are now nearly fully depleted.

79. Not all marine species are in decline. For instance, Cabo Verde protected turtles aggressively for more than 20 years now. This includes conservation of nesting sites and strong turtle protection regulation. Now conservation experts and fishing vessel operators report that turtles are recovering with numbers increasing. This approach worked for turtles. However, most interlocutors report that sharks have diminished and continue to be commercially targeted despite a similar conservation strategy. The reasons for this are many, including the fact that the markets for sharks and turtles are different. Rumours abound about entire holds filled with "by-catch" sharks.

80. Each layer of the commercial fishing hierarchy (artisanal, semi-industrial and industrial) likely contributes to depletion; e.g., ecosystem components disrupted through trophic-dynamics with billfish reliant upon tuna; tuna reliant upon small pelagic, etc.

81. The impact of individual artisanal vessels on fish resources is likely relatively low compared to the impact of semi-industrial and industrial fishers. Artisanal operations generally use small vessels. They use simple hook and line set-ups, most of the time. However, the artisanal fishing fleet often targets large pelagic such as yellowfin tuna and wahoo. In addition, the cumulative impact of dozens of artisanal vessels focused upon specific geographic locations is particularly when large pelagic are not present. Lobsters, conches, rocky and sandy-bottom demersal highly targeted by artisanal have significantly declined. This includes the endemic Cabo Verde Spiny Lobster (*Palinurus charlestoni*).

[25] https://data.worldbank.org/indicator/ER.FSH.PROD.MT?view=chart
[26] Dados do Boletim Estatístico do IMar (Ex. INDP)

82. Although limited in number, spear divers are well equipped with fast boats. Their fishing methods are very effective. While artisanal boats might capture 20 – 30 kg of fish per day, a scuba diving outfit might capture 100 kg of fish per day.

83. Semi-industrial boats are of course maximizing their catch within their allotted zone. They also enter the 3 nautical miles to legally catch bait. This is due, in part, to the fact that migratory tuna species are only present in Cabo Verde's waters for 3 – 4 months. The rest of the year, the semi-industrial fleet targets other fish species found commonly near shore. This includes small pelagic such as mackerel scad, picarel and big-eye scad. Some of these semi-industrial boats have in the past fished for baitfish to supply large foreign vessels.

84. More than 100 international industrial boats prowl Cabo Verde's waters with limited capacity of control. Illegal, Unregulated and Unreported (IUU) fishing by foreign boats across the EEZ is likely occurring. West Africa is a global hotspot of IUU fishing with losses to national economies estimated to $1 billion. The Cabo Verdean Coast Guard estimates 20 large fishing vessels operate within the EEZ each day.

85. As FAO states in their 2017 fisheries assessment:[27]

> *The current government policy of introducing capital intensive tuna industry using large industrial vessels is being questioned. The policy is considered to affect livelihoods of many small-scale tuna fishermen and the isolated communities dependent on tuna resources as well as the rest of the catch which consist mainly of small pelagic for domestic consumption…*
>
> *Cabo Verde has recently renegotiated its third-party access agreement with the European Union. Concerns linked to this protocol include monitoring and surveillance of the foreign vessels fishing in Cabo Verdean waters, monetary values per tonne of fish caught, a high percentage of shark species targeted by the European vessels and the ability of the Government to negotiate the policy and research component of the financial contribution established in the protocol.*

86. In 2008, the World Bank conducted a comprehensive assessment of Cabo Verde's fishery sector.[28] The assessment concluded that Cabo Verde has less exploitable fish than has been assumed in the past and has been unable to recently assess the status of major fish stocks. Cabo Verde's deep-water fisheries are less productive than those along the African coast. The most likely scenario suggests that most fish resources are fully or over-exploited "well beyond cautionary levels, while for others the status is at best uncertain." Most of the country's fish resources are high value fish in deep waters and illegal fishing by foreign ships is a problem as Cabo Verde only has a very limited surveillance capacity. The nation also has a relatively weak capacity to negotiate with the large foreign companies or make inroads into the complex commercial arrangements prevailing in many EU markets. The assessment states that management of fish resources should be based on more consistently applying the precautionary principle, reducing or at least postponing fishing effort expansion until the existence of sufficient and/or additional fish resources are proven. Since this 2008 assessment, fisheries pressure has increased dramatically.

87. At the end of 2012, the International Commission for the Conservation of Atlantic Tunas (ICCAT) concluded that yellowfin tuna was slightly overexploited, bigeye tuna was fully exploited, and the skipjack catch was slightly below its sustainable level. The Fisheries Partnership Agreement between the European Union and the Republic of Cabo Verde (COFREPECHE et al., 2013: vi) states that the lack of regular stock assessments makes it difficult to evaluate their abundance and the potential available for fishing. The document notes that several commercial species are fully exploited, and no alert has yet been raised by scientists.

88. "Open access" fisheries management results in every vessel on the water maximizing catch every single day. This approach is simply not sustainable as more vessels with more effective gear continue to target the already over-exploited fishery. Many ships are now rumoured to target sharks specifically for niche international markets.

89. The Santa Luzia protected area complex is a micro-example of this triple threat. Fishing pressure on Santa Luzia is increasing with "open access" being the norm. The protected area is targeted by artisanal vessels, semi-industrial vessels and scuba/spear fishing folks. The scuba/spear fishing is quite common but also explicitly illegal. Enforcement, however, is basically non-existent. The scuba/spear fishing is supported by fast

[27] http://www.fao.org/fishery/facp/CPV/en
[28] Report No. AAA21-CV: Cabo Verde Fisheries Sector Strategy Assessment. ARD Unit, Sustainable Development Department. Africa Region.

boats, occurs in areas that are relatively difficult to access and is done by individuals who community members are reluctant to inform upon. The semi-industrial boats may legally catch bait-fish within the 3-mile zone off-shore. Although most understand that these boats are engaged in more than just "bait fishing", enforcement is non-existent. MM and the Coast Guard do not have the capacity to continuously monitor these vessels and engage in enforcement activities. The boundary of the protected area does not extend to the 12-mile international industrial fishing zone. However, it is very likely that the reduction of fish stock in this zone is having an adverse impact on fishery status within the protected area.

90. Artisanal pressure is a slightly more complex situation. Again, this highly populated S. Vicente Island is located only 8 kilometres from the Santa Luzia protected area. Historically, the waters around S. Vicente provided plenty of catch. Although only artisanal fishing operators can access this 3-mile zone, seems like the costal line species around S. Vicente have been overexploited. Although the artisanal vessels from S. Vicente have always used the waters of Santa Luzia, sailing from S. Vicente to Santa Luzia was once reserved for "special" fishing trips. Now that the waters of S. Vicente have fewer fish, increasing numbers of artisanal vessels are choosing to regularly travel across the connecting shelf. These fishing groups will spend multiple days camping and fishing around Santa Luzia. When once fishing pressure was occasional, there are now artisanal vessels on Santa Luzia every day. The previous "camping areas" are slowly becoming more permanent settlements. Between 2013 and 2014, a freshwater well and other services have become available on the "uninhabited" Santa Luzia.

91. As noted, artisanal vessels are unable to fish for a few months each winter due to dangerous water conditions. This creates a seasonal refugia for fish stock. Interestingly, many persons from S. Vicente report that the S. Vicente fishery recovers somewhat every year during this period. They will fish the S. Vicente waters immediately after the winter season. Once S. Vicente is "play out", they will again work the Santa Luzia waters aggressively. There are no "protected" waters in and around S. Vicente where only artisanal vessels are allowed access. There is a relatively shallow underwater "shelf" that connects the two islands. Cabo Verde fisheries experts at the University of Mindelo theorize that S. Vicente and Santa Luzia may share fishery resources. However, due to the identified barriers, innovative fisheries management that recognizes and responds to these shared ecological, community and commercial interests does not occur. Over-exploitation continues unabated.

Threat #2: Habitat loss

92. The coastal zones of Cabo Verde continue to be relatively pristine and under-developed. However, Cabo Verde is facing a period of economic and development expansion mostly predicated upon the "Blue Economy". High-volume tourism is developing rapidly. Industrial scale plans for the shipping industry are gaining momentum. Aquaculture is starting to take significant steps in Cabo Verde and still some discussions regarding a host of aquaculture investments. Due the speed of development and the low level of conservation impact monitoring, there is little information available to clarify the extent and associated impacts of these advancing threats.

93. Resort style tourism is quickly advancing along the coastal zones. Back in time, this expansion has been largely limited to Sal and Boa Vista. However, the Government is working to develop tourism further. A tourism development plan is completed for the island of Maio. There are no resorts on São Vicente Island where Mindelo is situated. Tourism development has historically been limited to the confines of Mindelo. There are now some large resorts under construction along remote beaches across the water from the Santa Luzia protected area.

94. The Government is looking to increase the amount of vessel traffic through Cabo Verde's waters. This will include expansion of servicing (e.g., water supplies, refuelling, waste disposal, etc.). Cabo Verde has very little waste management capacity. Dealing with additional vessel transport solid, sewage and petroleum waste products will be a strain and will impact the nation's marine environment.

95. As noted, the Port in Mindelo will be expanding to service transport and tourism vessels. The plan is to dispose of the solid waste from these vessels in the municipal dump. This facility has already exceeded capacity. Run-off and waste from this dump already reach the sea.

96. Solid waste is already a substantial issue at Santa Luzia protected area. Every year, Biosfera and the Government of Cabo Verde organize multiple week volunteer trips to the protected islands. These volunteers

clears tons of solid waste from the beaches. The piles of rubbish wash ashore from the Atlantic currents and interferes with critical turtle nesting habitat.

97. Ballast water associated with vessel servicing is a concern. However, most ships enter Cabo Verde's waters full and leave empty. Because of this, there is very little ballast emptied into Cabo Verdean waters. Never-the-less, the Government is working to accede to and comply with relevant IMO conventions. At least five species are known to have arrived. Impacts have still been relatively limited. Invasives include algae (*Hypnea musciformis, Caulerpa webbiana,* and *Polysiphonia brodiei*), bryozoan (*Watersipora subtorquata*), and Gilthead Bream (*Sparus aurata*).

Threat #3: Climate Change

98. The third category of threats stems from climate change. The impacts of climate change are not well-documented at Cabo Verde. Climate change linked to altered changes in water temperature, productivity or ocean currents have begun to be observed. The presumption is that climate change is having an impact upon the region's globally significant coral communities. Climate change is also likely impacting fisheries. This will include fish shifting locations and other behaviours in response to temperature, feed and current pattern alternations.

99. Mean temperature and relative humidity changes impact the physiology of highly significant species, such as *Alauda razae* in Raso islet. Prolonged drought has reduced the population and increased the birth registration of males to the detriment of females. Torrential rains lead to the flooding of bird nests such as the Bourne's heron, Iago sparrow and Cabo Verde shearwater. Studies have shown that high temperatures limit the choice of habitat and activity pattern of the endemic reptile species, *Tarentola substituta*. The increase in ocean temperature affects the migratory and reproductive processes of several species including *Caretta caretta*. This includes the advance of the reproductive period confirmed in Cabo Verde while the proportion of males to females decreases with the increase of the temperature in the nest.

100. As noted, Cabo Verde's agricultural sector is in a very tenuous position in part due to climate change. This will increase the reliance upon fisheries resources as a sustainable food security and livelihood option particularly for Cabo Verde's most vulnerable communities. This includes rural women who handle nearly all fish transactions and are most often responsible for household budgets and food security.

Root Causes

101. The root causes of these threats stem generally from issues of capacity. The pace of development is moving at a rate much faster than the Government can generate the capacity improvements required to sustainably manage and conserve marine resources. Cabo Verde is now focusing national development efforts upon further exploitation of Cabo Verde's marine resources, e.g., the Blue Growth Strategy. These initiatives will very likely accelerate the exploitation of marine resources as momentum builds and national and foreign investors seek ways to profit from the nation's coastal and marine resources. This alone does not constitute a threat. Marine resources, if properly managed, can be a stable platform for improving the quality of life for Cabo Verde. The problem is that exploitation is moving forward without being balanced by adequate management safeguards. Development is moving faster than required improvements in conservation management can be assembled without donor assistance. The institutional, regulatory, decision-making and financing tools are simply not in place to help make certain development remains within the bounds of sustainable conservation limits.

102. Cabo Verde has many high-capacity individuals and agencies. They are rapidly gaining and absorbing valuable business development and governance skills that have placed Cabo Verde on an enviable development trajectory. However, most entities have not had the opportunity and benefit of exposure to best international principles and practices related to marine conservation. Decision-making is not guided by the sophisticated regulatory and management frameworks necessary to safeguard globally significant biodiversity. The elaboration of these tools has not kept pace with the accelerated speed of development.

103. Cabo Verde does have a management and legal framework for the marine environment. However, these frameworks are not designed to address contemporary issues. Many stakeholders, including government agencies, want to make certain marine resources are better managed. However, they cannot make improvements because institutional and legal frameworks are too often absent or convoluted. There are no legal requirements to monitor the marine environment and/or require informed management. Administrative

responsibilities and authorizations are not well-defined. Enforcement has limited capacity, particularly for the fisheries sector. Even if administrative procedures and requirements were clearly detailed, there is no guarantee of adequate funding to execute mandated responsibilities. No one is tasked with building the knowledge and awareness of resource users. There is no mandated program to help stakeholders understand the impacts of decision-making and to adjust their practices to enhance long-term integrity of the ecological systems upon which their livelihoods depend.

104. The nation's "Blue Economy" is predicated upon a secure marine environment. However, because adequate management safeguards are not in place, the integrity of the marine ecosystems critical to national development aspirations is being threatened. The results are apparent. Cabo Verde is just now beginning to see the negative impacts associated with these decision-making fissures as increased exploitation, habitat loss and climate change deplete globally significant biodiversity and place at risk the nation's most vulnerable citizens.

105. Identified issues will accelerate if marine-based development advances outside the parameters of strategic decision-making that is informed by best conservation principles and practices. There is a desperate and urgent need to build these capacities and assist the Government and other stakeholders to adopt efficient and effective marine conservation and management practices.

Barriers to be Addressed

106. Four barriers hinder Cabo Verde from adequately addressing the root causes of the threats to globally significant marine biodiversity.

Barrier 1: Limited capacity to emplace a comprehensive national framework for maritime sector planning and threat management

107. Cabo Verde does not have a great depth of institutional experience with the development and implementation of comprehensive marine management and conservation platforms. Existing threats continue mostly under monitored, managed or regulated, while aspirational development platforms such as "Blue Growth" advance without the necessary conservation safeguards. This means that globally significant biodiversity is left vulnerable. As the rate of these development driving threats accelerates, the need to alleviate this barrier becomes more urgent.

108. Under the baseline, the Government and other stakeholders are investing in a number of very positive activities focused upon the marine environment. Some of these programs are designed to drive increased development. Some intend to promote conservation. However, all of this activity occurs independently. Nothing is strategically aligned to support coherent national marine conservation objectives.

109. The sources of Cabo Verde's marine environment concerns are not complicated. All marine environment threats stem from three commercial fishing interests: artisanal, semi-commercial and EEZ. Nearly all marine coastal zone impacts stem from two sources: tourism development and harbour/transport services. One entity, ENAPOR, drives nearly all harbour and transport development. Tourism is under the authority of a single Ministry.

110. Institutional arrangements and responsibilities are fragmented and do not align to reduce inefficiencies and improve effectiveness. At least five ministries have some type of authority over what happens in the marine environment. The Ministry of the Sea is responsible for fishing policy and licensing. The Ministry of Agriculture and Environment is responsible for endangered species conservation and protected areas. The Ministry of Tourism is responsible for tourism development. The Ministry of Defence (Coast Guard) is responsible for most vessel monitoring and ocean patrols. The Ministry of Finance is responsible for budgeting and planning. The Cabinet, Parliament and the Fisheries Council each have a voice. And, finally, the municipalities, local government, have decision-making autonomy.

111. The creation of the MM is a very positive step and will help to coordinate much of this effort. It requires capacity building support and assistance to integrate best international principles and practices regarding marine environment conservation at it moves forward with clarifying internal decision-making procedures. However, Cabo Verde does not have deep experience in multisectoral and integrated management, as the sectors work in isolation and with insufficient coordination.

112. An overall marine environment management strategy with clear conservation objectives and measurable targets is not in place. Institutional mandates and financial responsibilities are vague. There is no framework in place to catalyse cross-platform cooperation and planning that is well-informed. Research and monitoring are not applied to measure achievement of clear, national level management targets. Surveillance and enforcement activities are severely constrained. If the situation improves, the role of fines for illegal fishing may increase, allowing for their use to either reduce non-compliance or to generate revenues for enforcement and potential conservation. The role of MPA's in the conservation of globally significant marine biodiversity is not elucidated. National and local funding priorities are not ranked to make certain the nation's marine resources upon government development plans such as the Blue Growth Strategy depend are effectively managed and conserved. Under the existing situation, marine resources do not benefit from strategic, informed and/or adaptive management. The regulatory, planning, financial and example tools are not in place. These tools need to be fundamentally grounded in informed management regimes that benefit from good science, clear policy, strong institutional mandates, sustainable financing and effective enforcement.

113. Removing this barrier requires establishing clear management targets for conservation and exploitation of the marine environment inclusive of species and habitats. There is a need to build expertise in how to link decision-making tools, such as research and monitoring, with policy and budgeting. The sector requires more coordinated and well-defined institutional mandates regarding oversight and enforcement. Cabo Verde requires support to build the capacity required to emplace a strategic management system for marine environments.

114. Catalysing these, Cabo Verde benefits from a coherent and strategic framework, designed to integrate and prioritize conservation of globally significant biodiversity. There is a need to build capacity to prioritize spendings and management efforts to deal with these fundamental issues.

115. Cabo Verde has yet to clearly identify institutional and regulatory gaps. Cabo Verde desperately needs to build this national capacity. This includes designing, adopting, and implementing institutional and regulatory reforms that reflect best international marine conservation principles and practices. Due to this barrier, the Government has limited capacity to successfully accede to and implement international agreements and protocols.

116. There are a number of gaps in IAS threat management. There is very limited understanding of IAS and the related risks and response options. The most fundamental is the absence of legal, policy and institutional framework to prevent, control and eradicate IAS. This means that there are no contingency plans and intervention protocols to address the arrival of either terrestrial or marine IAS.

117. Without a national strategy to guide marine resource management, it is very difficult to identify and prioritize institutional and regulatory reforms. There is an overarching need for the Government to build the capacities required to emplace informed decision-making. This process should link the establishment of national conservation objectives informed by best available science. Under the existing system, one branch of the MM (IMar) generates research priorities independent of any coherent marine conservation policy or strategy. Fisheries policies, MPA management and designations, government budgeting and other critical decisions are made without the benefit of reliable information.

118. Spatial Planning for the marine environment currently is limited in Cabo Verde. There are only the three broadly defined fishing zones and the spatial planning for Boavista Island. There is an important need to put in place a much more sophisticated spatial planning system that fully incorporates marine conservation concerns. Conservation areas are not prioritized and/or identified.

119. There have been discussions for years regarding the need to develop a marine management plan. However, the country lacks the capacity and the catalytic investment required to organize disparate groups to work together to solve this pressing issue. The Ministry of Finance, responsible for deciding what to fund based upon priorities, is receiving substantial assistance to build their capacity in terms of how to increase marine environment-based development. The Ministry is not receiving commensurate capacity building with regards to how to balance development with conservation in order to maintain the ability of the marine environment to sustain development objectives.

120. The proposed "Blue Growth" Strategy will hopefully assist with removing this barrier. However, initiatives such as the Blue Growth Strategy do not benefit from safeguards required to generate a balanced perspective and approach. There is an urgent need for ensuring that sector development visions and plans under the Blue Growth Strategy will fully embrace biodiversity conservation and develop necessary regulatory

mechanisms for implementation. There is an immediate need to build the capacity required to make certain globally significant biodiversity conservation concerns are firmly integrated within the decision-making process.

Barrier 2: Inadequate experience with the financing and management of a national marine conservation area system

121. Cabo Verde has made substantial progress over the last decades in terms of biodiversity conservation and, in particular, with strengthening and expanding the protected areas network. This includes improved management and business planning, financing, monitoring, enforcement and administration. However, substantial capacity weaknesses remain. This is particularly the case with marine protected areas. The marine system has not advanced as rapidly has commensurate threats. Some MPA's are essentially paper parks. MPA system has a relatively weak management framework. This is compounded by the issues related to institutional and regulatory mandates described under Barrier 1. Second, the MPA system does not have a firm and sustainable foundation for financing.

122. *Regulatory Authority*: Cabo Verde's existing regulatory framework relevant to MPA's is very ambiguous. This creates an overly complex and often conflict prone management regime. Multiple government agencies continue to have some form of mandate over access and use of the resources contained with the MPA. There is a particular need to clarify the roles of the MM and MAA. For instance, under the existing scenario, MAA (DNA) has clear authority only over endangered species, DNA approach towards marine conservation to has largely focused upon single species management and not overall MPA management. When MPA officials attempt to enforce existing fisheries laws within MPA's they are often ignored by stakeholders point out that MM, and not DNA, has authority over fisheries management even within an MPA. Removing this regulatory barrier requires going beyond the marine conservation capacity issues described under Barrier 1. There is an urgent need to repair the existing regulatory framework vis-a-vis MPA's to clarify the roles and responsibility of MM and DNA towards the conservation and management of MPA's. The Government requires support to remove this MPA management capacity barrier. So long as this capacity barrier exists, all government agencies will be challenged to emplace proper, ecosystem-based conservation measures for MPA's. Without such basic regulatory reform, MPA management will remain weak.

123. *General MPA Management Capacity:* The Government has very little capacity and experience with MPA management in general. There is a very large capacity barrier related to exposure and knowledge with regards to contemporary ecosystem-based approaches to marine conservation. MPA management is multi-dimensional and complex. Cabo Verde demands innovative and inclusive management approaches. There is a need to address with an institutionalized training program for MPA management related skills and issues.

124. Many private commercial interests make use of the protected areas, including artisanal fishing vessels. This demands innovative management approaches, that properly balance the demands of "historical" community interests with the requirements to conserve globally significant biodiversity. Cabo Verde does not, for instance, have experience with the design and implementation of fisheries management within MPA's that apply tools such as catch restrictions, refugia, limitations on vessels, etc. The country has attempted to put in place "co-management" regimes with artisanal fishing groups. However, these have not worked well because they are not grounded in formal, conservation oriented and innovative MPA management planning. These approaches are currently beyond capacities. Only a balanced combination of bottom-up (community participation and ownership) and top-down (surveillance and enforcement) governance approaches assure success.

125. In the existing scenario, the DNA has solid in-house expertise and experience with the conservation of particular species, e.g., marine turtles. However, DNA is not actively engaged in ecosystem based marine conservation. MM's efforts are limited to broad fisheries management and not the specific issues related to MPA's. The Government has not benefitted from efforts designed to build capacity and exposure to best international principles and practices related to MPA management. There are no national guidelines for how to develop and implement business and management plans specific to MPA's. Experience with the design and implementation of MPA specific management planning is extremely limited.

126. There will be a need to build capacity and assist the Government to formalize stakeholder holder engagement in MPA management. Models such as the PA council at Santa Luzia do show promise. In this case, the protected area administrator, coast guard, Biosfera and others meet quarterly to discuss conservations

issues. These sorts of stakeholder engagement tools need to be strengthened and formalized across the MPA regime.

127. *Financing Capacity:* In spite of a growing economy and a push towards "Blue Growth", Cabo Verde's MPA regime remains woefully underfunded. There is a very basic need to improve the national capacity to capture sustainable financing for MPA's. This includes the need to build stable funding platforms, capture innovative financing mechanisms and improve the efficient and effective use of funds to drive conservation of globally significant biodiversity.

128. The total MPA budget shortfall is not fully understood since management and business planning for the protected area networks is inadequate. However, this short fall is thought to be considerable. The majority of the government budget for PAs goes to staff salaries and little remains available for actual management activities. However, even this is inadequate. For instance, six of the seven staff for the Santa Luzia reserve are being funded by MAVA through a short-term grant. There is no basic funding for petrol, equipment, surveillance, monitoring or any of the other basic essentially required to operate a marine protected area. The amount required is not great. Preliminary estimates indicate that US$ 50,000/year is enough to provide basic management.

129. The current approach to financing is not adequate and/or linked to the conservation needs of globally significant biodiversity. There is an urgent need to assist in the design and implementation of a strategic and innovative approach to sustainable MPA financing. It is critical that the MPA's be run based upon effective business models. This includes being able to make strong arguments that investments in conservation are also investments in the long-term survival of the marine environment upon which the "Blue Economy" is predicated. There are several reasons that MPA's are underfunded, all linked to this capacity barrier.

130. Managers do not have strong experience with more effective and efficient budgeting and MPA planning linked to the delivery of global biodiversity conservation benefits. Accounting and record-keeping systems need to be designed with a focus on identifying inefficiencies and informing effective decision-making, additional finance needs must be clear, realistic revenue generation options need to be subjected to in-depth feasibility assessments and operationalized, human and institutional capacity in the financial/commercial realm requires significant upgrading. Currently, budgets are not directly aligned for this task. Rather, the approach is "project" based. This approach is haphazard. The DNA needs assistance to generate financial planning that are based upon what are conservation priorities. Management must be capable of providing evidence-based arguments for why priority conservation actions are needed and how a failure to fund these activities will result in adverse ecological impacts that may generate issues of national concern. Benefits and lessons could be found in the global UNDP Biodiversity Finance Initiative (BIOFIN).

131. There is limited experience and knowledge with regards to innovative financing. The National Environment Fund described in the baseline is an important step forward. This is a "sin" tax on plastic and other environmental damaging goods imported to Cabo Verde. The funds are distributed to many environmental causes and not specifically to marine conservation. There are many potential funding sources from EEZ protocols, fishery licenses, quotas, sustainable tourism concessions, impact fees for marine developments and other avenues that do not yet exist and should clearly be made available to provide a stable and sustainable foundation for MPA conservation initiatives. The UNDP/GEF Biodiversity and Tourism project is doing some work on this front but not for the specific needs of MPA's.

132. MPA's compete with a host of government priorities in terms of annual funding. The capacity of MPA managers to engage in this competition is low. They have limited experience with how to make strong arguments and budget requests that justify increased financing based upon national development priorities. For instance, there is limited understanding regarding how MPA's are fundamentally important to the long-term health of marine resources upon with development initiatives such as the "Blue Economy" are based. This requires having strong management planning as well as the ability to provide the Government with fact-based reasoning showing that investment in MPA conservation is worthwhile. MPA's provide strong economic benefits for both tourism and fisheries. However, this has not resulted in commensurate investment in MPA management. The Government has been slow to approve financing reforms for the MPA's. Part of this effort involves assisting the Ministry of Finance, which is mandated to prioritize funding, to have a better understanding of basic marine biodiversity conservation issues.

Barrier 3: Limited experience regarding successful marine conservation area management

133. Cabo Verde does not benefit from a successful example of MPA management. There is a need to support the Government to set in place a working model of successful MPA management that can be upscaled and replicated nationally. This includes providing the knowledge and experience required to create all of the building blocks that go into effective site management.

134. As noted, the Santa Luzia protected area complex provides critical habitat for a host of globally significant species. This location also faces each of the primary threats listed. The location is particularly targeted by both artisanal and semi-industrial fishing interests. In an ideal situation, Santa Luzia should be delivering lessons and models for balancing resource use with MPA conservation. These lessons and models should be informing national level improvements, assisting to build capacities at the national level that will be mainstreamed and result in broad-based advances in marine conservation.

135. In the existing situation, Santa Luzia benefits from strong support by that national NGO Biosfera. Working with the Government, Biosfera has managed to harness significant funds designed to address several conservation issues. Effort to date has focused primarily upon terrestrial biodiversity, including the critically endangered Laso Lark and seabirds. Some work has been done to address marine conservation such as active contributions to the protection of marine turtles. The Government, working with Biosfera, has also begun to tackle some issues related to artisanal fishing.

136. The Government, and particularly DNA, management is eager to move forward with improving conservation of marine resources. DNA has established a protected areas unit in Mindelo to support Santa Luzia management. There is a general management plan for Santa Luzia that covers both marine and terrestrial environments drafted several years ago. Implementation has been challenged. The PA boundaries and a draft management plan of the former INR were prepared in a highly participatory manner supported by WWF/PRCM/FIBA in 2010 – yet has not been approved to date. There is an urgent need to fully operationalise the conservation area with clear boundaries, updated PA management and business plans and clear governance and conflict resolution mechanisms. Progress with marine conservation has been slow due to many factors. Many of those are related to capacity issues outlined in Barrier One (national strategic leadership) and Barrier Two (general MPA management capacity).

137. However, issues at the site level reflect a third additional barrier related to experience and knowledge related to MPA management. Currently, there are no MPA staff with an adequate level of marine conservation knowledge and capacity. Indeed, the MPA's human resources consist of less than seven persons and the salaries of six of these persons are paid by Biosfera and are not formally government staff. Stakeholders require support to do the heavy lifting required to make management effective. There is a need to assist stakeholders with access and exposure to best international principles and practices related to MPA management. There is also a need to catalyse better coordinated management efforts between diverse interest groups. The Santa Luzia PA is well situated, as MM is located in nearby Mindelo. There is a need to support approaches that are more ecosystem based, looking at how conservation of the MPA is linked closely to the management of fisheries and other resources in the surrounding seascape. For instance, working closely with artisanal fishing communities and fisheries experts to explore and implement management approaches that promote improved fisheries management across the seascape, in order to reduce pressure on the MPA. There is also a need to assist the Government and other stakeholders implement models for monitoring of marine resources to generate baselines and targets for conservation of globally significant species. This includes a better understanding and adaptive management as it relates to off-take and fisheries harvest.

138. To date, efforts to tackle the primary conservation issue of over-harvest have been restrained. A no-access approach will likely be unacceptable to local fishermen. There are many opportunities that exist, but have not been capitalized upon, to engage communities more fully in management and monitoring of the MPA. This includes the extractive fishing industry, low-impacting sport fishing and other forms of tourism. There are multiple international examples that could benefit the MPA where incentive-based programs build stakeholder confidence in conservation and provide tangible quality of life improvements to communities. If capacity levels were higher, the MPA could be involving these interests and others actively in monitoring and enforcement. There are also opportunities to drive innovative "multiple use" management that engage these stakeholders as "owners" of the resources shared between Santa Luzia and the larger ecosystem. A key barrier is the high cost of boat and plane operations, which reduces the frequency of routine sea patrols and of control sorties to only when infractions appear certain or important. If capacities were built into the system, licensing and limitations that link benefits that commercial interests gain from access to the reserve with greater

responsibility, commitment and investment in the MPA's long-term conservation objectives. This would be far more efficient and cost-effective than attempting to "ranger" the MPA with Government services alone. Santa Luzia should also be benefiting from more creative and innovative funding mechanisms linked to these activities. However, current capacity levels constrain this from any of these innovations happening.

Barrier 4: Insufficient knowledge management mechanisms for fostering learning

139. There is a fundamental barrier in Cabo Verde related to the management of information and knowledge required to inform decision-making, motivate management improvements and stimulate investments. This is reflected in the issues related to multiple ministries, agencies, academic organizations and others being involved in issues related to conservation marine environment. The system is highly scattered. This is compounded by decision-making that occurs at the national level as well as the municipal level. There is a need to address this barrier by assisting Cabo Verde with the capacity required to capture lessons and knowledge and disseminate this knowledge in a way that will actually be used to improve decision making by both government and private interests. Knowledge is not always accessible and this translates into opportunities lost for learning and undermines replication and up-scaling, thus reducing impact. There is a need for greater understanding on which interventions or suites of interventions work and which are less effective at reducing threats to marine biodiversity, so that models can be developed and shared among practitioners and countries. The government has insufficient capacity and experience in capturing environmental and socioeconomic impacts of these interventions in both quantitative and qualitative manners. Such impacts include job creation, gender impact and ecosystem services enhancement, which need to be captured for mainstreaming biodiversity conservation in the blue growth agenda and for increasing investments in conservation.

140. Some of these issues can be addressed through project interventions, directly related to dismantling the three identified barriers. However, these lessons and knowledge tools need to be approached separately, recognizing the importance of this fourth barrier in terms of limiting conservation progress. This includes building capacity to mainstream lessons learned with important government decision making forums, such as existing efforts to build the capacity of municipalities and/or national budgeting and planning tools, such as PEDS. Under the emerging "Blue Growth" initiative, for example, many different projects, organizations and platforms are and will continue to gain knowledge in marine biodiversity management and mainstreaming in marine sectors. However, in many cases, lessons and best practices to achieve mainstreaming and MPA strengthening are not effectively captured and/or are not effectively shared and disseminated. Until this barrier is properly addressed, the development and innovation of tools for marine conservation management will likely remain overly compartmentalized with the results of knowledge and monitoring efforts, failing to reach their full impact. This reduces the value of these investments by the government and others.

1.6 Baseline Scenario and Associated Baseline Projects

141. The combined annual national baseline investment for marine management, fisheries management and general biodiversity and environmental conservation is estimated to be approximately US$ 6 million.

Ministry of the Sea

142. The annual baseline for the Ministry of the Sea is estimated to be US$ 39,953,079.

Table 7 – Structure of Ministry of the Sea's Budget

Ministry of the Sea **Approximate Staff and Annual Budget by Agency**		
MEM Agency and Associated Entities	Total Staff	Annual Budget
MM	11	US$ 27,851,898
Institute for Maritime and Ports (IMP)	84	US$ 2,920,431
Institute of the Sea (IMar)	94	US$ 1,257,774
School of the Sea	-	-
Fisheries Fund (FF)	-	US$ 174,745
Autonomous Development Fund (ADF)	-	US$ 7,555,234
Authority of the Maritime Special Economy Zone (MSEZ)	-	US$ 192,997
Totals	**217**	**US$ 39,953,079**

143. The total annual budget of the Ministry of Marine Environment is approximately US$ 90 million. The MM has a total staff of approximately 217 persons. MM engages in a host of baseline activities related to marine conservation and particularly fisheries management. The Institute for Maritime and Ports (IMP) licenses fishing vessels. The National Directorate of Fisheries and Aquaculture (NDPA) provides fishing licenses and formulates policy. The National Institute of the Sea (IMar) conducts marine research and provides policy recommendations and the School of the Sea provides technical trainings and capacity building for staff and stakeholders of the sector. The General Inspection for Fisheries (GIF) enforces fishing regulations. However, as noted, each of these agencies struggle with issues related to capacity, financing and incoherent institutional/regulatory frameworks.

144. Government policies and programs encourage and invest in Blue Economy expansion. The initiative is led by the Ministry of the Sea. However, numerous Ministries are investing significant resources into this development. This includes support from the Ministry of Tourism, the Ministry of Finance and others.

145. *International Programs:* The Ministry of the Sea and its associated agencies have and are benefiting from several relevant donor investments. Some of this baseline activity commenced under the previous ministerial organization prior to the formulation of the MM. The sector has benefited from significant resources from a range of donors, including the EU, Luxemburg, the U.S. and GEF (DGRM/World Bank/GEF and West Africa Regional Fisheries Program – Cabo Verde PRAO-CV).

146. *FAO:* The Government working with FAO in 2015 prepared and adopted a Blue Growth Charter in 2015 and then on a Blue Growth Strategy. FAO and MM have secured US$ 1.2 million from the Africa Development Bank to develop the strategy and investment plans. These was completed in 2020. The intention is that Blue Growth Strategy is to define national direction and international investment for maritime development for the next 20 years. The Strategy and investment plans cover all aspects of the maritime economy, including commercial and artisanal fisheries management, coastal zone development, tourism, aquaculture and shipping. In anticipation of this work, MM established an "observatory for blue economy" to generate supporting investments in coordination with the Ministry of Finance. FAO supported the generation of the "Shark Conservation Strategy."

147. For the marine environment, the Blue Growth Strategy intends to provide the primary sector-specific guidance for budget allocations for the marine environment. When completed, the Strategy should result in a comprehensive action and investment plan. The Strategy is focused on the need for action under the following themes:

Table 8 - Blue Growth Charter Thematic Areas

Theme 1	Shark biodiversity, conservation and management plan
Theme 2	Tuna and small pelagic national strategy
Theme 3	Exploitation of new potentials for national fisheries

Theme 4	Strengthen knowledge and governance arrangements
Theme 5	Value chain of fishery products
Theme 6	Development of new seafood processing workshops
Theme 7	Development of new activities related to inputs or waste treatment
Theme 8	More inclusive systems
Theme 9	An environmental economy
Theme 10	Maintenance and monitoring of the quality of marine environments
Theme 11	Promoting the development of aquaculture

148. Under the baseline scenario, the entire charter and subsequent strategy contain cross-cutting themes related to the conservation of globally significant biodiversity. These will benefit from the inputs and capacity building result from the GEF marine conservation project. Theme 9 (An environmental economy) has the strongest focus on conservation with relevance to the project including: Strengthening Marine Protected Areas; Protection of coral reefs; Support for the conservation of wetlands and beaches; and Establishment of awareness-raising measures and strengthening the protection of marine mammals. Theme 1 (Shark biodiversity, conservation and management plan) focuses on the urgent need for shark conservation measures which are likely to result in overall marine conservation outcomes. Theme 10 (Maintenance and monitoring of the quality of marine environments) is also relevant and focuses on maintaining marine water quality.

149. Extensive consultations have taken place with FAO regarding this during the project preparation phase. This proposed GEF project will provide critical inputs to the Blue Growth initiative in terms of conservation of globally significant marine biodiversity. This will include integrating results from project outputs as well as building conservation capacity and awareness of key stakeholders engaged in the formulation of the Blue Growth Strategy and investment plans.

150. *UNDP/GEF:* A regional UNDP has worked with IMP to assist with preparations of a national strategy for the management of ballast water to move towards IMO accession and implementation.

151. *World Bank/GEF:* The PRAO-CV is part of the West Africa Regional Fisheries Programme, funded by the World Bank and GEF. The phases I and II worked on combatting IUU, ending in 2015. They worked to establish four co-management areas (TURFs - Territorial Use of Right Fisheries) in cooperation with local fishing interests at both Sal and Maio. These co-management agreements were prepared. However, they have not been signed and/or become operational. The project also supported the development of ACOPESCA as an enforcement and monitoring branch under MM's precent. ACOPESCA ended with the project funds. However, many of the functions were assumed by the Inspection and Quality Assurance Unit (IQAU), under MM, and now by GIF.

152. *European Union:* The EU supports fisheries management through investments associated with the EEZ protocol. The total value of this protocol is approximately US$ 1,673 million annually. Cabo Verde is to receive approximately US$ 837,7050 each year for "access compensation" and an additional US$ 390,352 per year to "support the implementation of Cabo Verde's sectoral fisheries policy". In addition, license fees paid by the EU fleet are approximately US$ 446,180 per year. The intention is that much of this money is to support MM to support implementation of fisheries policy, making it a substantial part of the current baseline. There are currently discussions underway that the EU will implement a marine spatial planning project under this agreement.

Table 9 - Summary of Project Relevant External Funding Sources Aligned with MEM

Source - Project	Brief Description	Duration	Approx. budget
FAO	Blue Growth Strategy design and investment plans	2019 - 2021	US$ 1,200,000
European Union	EEZ protocol and fisheries policy implementation	Annual	US$ 600,000
European Union	Donation to reinforce control of EZZ	Annual	US$ 221,544
European Union	Tuna Information Centre	Annual	US$ 116,046,98
European Union	Improvement of fisheries support infrastructures	Annual	US$ 116,046,98
European Union	Accreditation of the official Lab of fishery products	Annual	US$ 80,177,91
European Union	Reinforcement of inspection capacities of fishery products	Annual	US$ 35,869
European Union	DGP institutional support	Annual	US$ 156,135,93
		Total	US$ **12 304 498**
		Approximate Annual Total	**US$ 3,924,000**

Ministry of Agriculture and Environment

153. The Ministry of Agriculture and Environment (DNA) annual baseline is estimated to be US$ 90,302,124.

Total Budget and Staff

154. The National Directorate for the Environment (DNA) is responsible for all MAA functions relevant to environment. DNA employs a total of 75 people. Approximately 31 persons work at DNA headquarters in Praia. The remaining 54 staff are situated at various islands. The persons in the field work under the authority of the regional "Delegate" while the DNA covers the staff's salary. The MAE annual national budget allocation is approximately US$ 37 million. However, the DNA receives external funding as described below for a total annual budget of approximately.

Table 10 - National Directorate for the Environment (DNA) Estimated Annual Budget Per Source (2017)

Source	Amount per year (US$)	%
External Donors (GEF, MAVA, CEPF, etc.)	US$ 1,810,000	*44%*
National Environment Fund of Cabo Verde	US$ 1,300,000	*31%*
General Government Allocation (Ministry of Finance)	US$ 1,040,000	*25%*
Self-Generated (entrance fees, concessions)	US$ 4,000	*>1%*
Total		**US$ 4,150,000**

155. The DNA is responsible for relevant international agreements and serve as GEF focal point. The DNA oversees the EIA process which is used to regulate coastal zone development. The DNA supports a number of biodiversity conservation activities.

156. DNA's investments and activities specific to marine conservation are somewhat limited to two broad categories. First, DNA works on some issues specific to the conservation of endangered marine species. For instance, DNA supports the management and conservation of turtles. Second, the DNA supports the management of marine protected areas. However, DNA's effectiveness at marine conservation in general and MPA management is frustrated due to existing capacity constraints mostly related to marine governance gaps and inconsistencies. For instance, DNA has not clear authority to manage and/or regulate fisheries within MPA's. This is the regulatory purview of MM.

157. There are examples where DNA supports marine conservation programs associated with their mandate to manage MPA's. In Santa Luzia, the protected area director is actively engaged almost on a daily basis with local fishing communities, MM, Coast Guard, academics, NGO's and others to promote conservation-oriented fishing practices within the PA. In addition, her protected area staff situated at the islands monitor coastal zone fishing and report IUU violations whenever possible. Unfortunately, however, her ability to effectuate change is limited by the identified barriers.

158. Cabo Verde has 46 individual protected areas. Protected area designations include: protected landscapes, natural reserves, natural parks, natural monuments and integrated natural reserves. The national system of protected areas is organized around 9 PA complexes. Each complex is associated with one of Cabo Verde's 9 inhabited islands. The DNA does not have a dedicated Protected Areas Unit.

Table 11 - Technical Staff Supporting PA Management

Headquarters	
Nature conservation unit technical staff including director	6
Administrators/clerks	5
Attorney	1
Protected Area Field Staff	**Staff**
Parque Natural Monte Verde São Vicente e Santa Luzia	1
Complexo Áreas Protegidas Santo Antão	6
Parque Natural Serra Malagueta	13
Parque Natural do Fogo	4
Parque Natural do Monte Gordo - S. Nicolau	12
Complexo Áreas Protegidas Ilhéus Brava	1
Complexo Áreas Protegidas do Maio	3
Complexo Áreas Protegidas Boa Vista	4
Complexo Areas Protegidas Sal	4
Total	**71**

159. The entire PA system covers approximately 205 ha of territory. By far marine areas represent the greatest percentage of this estate. The national PA system encompasses approximately 137 ha of marine areas and approximately 67 ha of terrestrial habitat. The 60,000 ha Santa Luzia protected area represents nearly 30% of the total national PA regime and 43% of Cabo Verde's protected seascapes. Santa Luzia's protected area system is dominated by marine habitat, with approximately 56,000 ha of the PA estate covering marine habitat and 4,000 terrestrial habitats. This represents 12.4% of the national terrestrial area and 3.5% of the national marine territory. The MPAs are composed of coastal areas and marine areas. Only the Murdeira Bay (Sal Island) MPA is exclusively marine habitat.

Table 12 - Protected Area Coverage

Protected Area Complex	Total Marine (ha)	Total Terrestrial (ha)	Total Area (ha)
Parque Natural de Monte Verde – São Vicente	-	312	**312**
Complexo Áreas Protegidas Santo Antão	8,054	16,146	**24,200**
Complexo de áreas Protegidas de Santa Luzia, Branco e Raso	56,240	4,281	**60,521**
Parque Natural Serra Malagueta - Santiago	-	774	**774**
PNBIMA - Santiago	0,363	1,747	**2,110**
Parque Natural de Chã das Caldeiras - Fogo	-	8,468	**8,468**
Parque Natural do Monte Gordo - S. Nicolau	-	952	**952**
Complexo Áreas Protegidas - Boa Vista	27,837	23,117	**50,954**
Complexo Áreas Protegidas - Sal	16,219	3,851	**20,070**
Complexo Áreas Protegidas - Maio	28,487	7,529	**36,016**
Complexo Áreas Protegidas Ilhéus Rombo – Brava*	N/A	N/A	N/A
Total	**137,200**	**67,177**	**204,377**

160. The annual budget for PA system is estimated to be very low. However, due to the institutional framework and budgeting approach used by the Government and DNA, it is very difficult to determine the precise amounts allocated to the national PA system. As result, the DNA is not able to parse PA – let alone MPA – financing from more "general" activities under DNA's scope.

161. In principle, each protected area is to be managed through Protected Area Management Units (PAMU). These are to be situated in the municipality associated with the protected area. The PAMU is to be supported by an individual Unit of Conservation of Biodiversity. A citizen Advisory Committees for Protected Areas (ACPA) is to convene local relevant stakeholders in island-level forums to support the PAMUs. In practice, most of these institutions are not formally established. Each island area has a Unit of Conservation and Biodiversity. However, only Fogo and São Vicente have PA offices with dedicated staff. Both of these areas also have ACPA's that actively work with the PA administrator.

162. Management and business planning across the PA network requires substantial capacity building. This makes identification of budgeting and budget short-falls challenging. MPA planning is particularly insufficient. There are 44 PA's. Approximately 26 PAs have approved management plans. For instance, the Santa Luzia complex management plan was drafted several years ago, but yet to be approved and/or operationalized so accessing funding is challenged.

163. The nine relevant MAA delegates (one on each island) receives financing from the DNA. They must then allocate these funds to the PAs according to the relevant management plan. For instance, DNA intends to allocate approximately US$ 35,000/year from the National Environment Fund to each PA complex. However, this has not fully operationalized. To receive National Environment Fund money, each PA manager must propose projects complying within the approved PA management plan. This means areas such as Santa Luzia struggle to access this funding.

164. According to the PA administrator, the entire Santa Luzia PA can operationalize their PA management plan on approximately US$ 50,000/year. NGOs (e.g., Biosfera and WWF in the past) have been critical to securing the conservation of Santa Luzia. currently.

165. A National PA Strategy and Financial Sustainability Plan (aka Business Plan) were drafted in 2013 with the support from the GEF. The Strategy estimated the budget gap in 2013 as approximately US$ 1.8 million. However, the strategy relied upon a baseline of expenditure based upon assumptions and was highly aggregated with limited use of expenditure categories. The estimated revenues and time boundaries were unrealistic per revenue option. The Strategy relied on extrapolated budgets for two PAs. The Strategy notes

that estimates, "can only provide an indicative scenario useful to start a discussion on financing needs, gaps and alternative funding mechanisms, which is the first step towards defining a PA system sustainability strategy." The assessment of revenue generation options/mechanisms was very broad. Finally, there was no prioritization and full consideration of implementation constraints. The final analysis generated unrealistic expectations.

166. *Global Environment Facility:* Much of this baseline progress made in terms of PA management and organizational strengthening is the result of a series of GEF investments. The "*Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde*" Project (Tourism and Biodiversity Project) is on-going. This is a US$ 3.6 million GEF investment that commenced in approximately 2015 and is scheduled to close in 2020. The project targets four priority islands: Santiago, Sal, Boa Vista and Maio. The project is to assist with building the capacity of the PA system in a variety of ways. This includes management planning, establishment of "co-management" models, improve revenue generation, and enhance monitoring. These activities will generate an enhanced baseline for this proposed GEF project. For instance, the Tourism and Biodiversity Project has supported the creation of six PA management plans. The project assisted with the national PA strategy and conservation strategies for the islands of Boa Vista and Sal. This is a firm baseline for this GEF-6 marine conservation project. The Tourism and Biodiversity and Marine Conservation project are fully aligned. This will include innovative management arrangements as discussed below.

167. *GEF's Small Grants Program* has supported more than 108 projects in Cabo Verde representing a total investment of US$ 2.7 million. Currently, 18 operational projects are operational. These are all generally coordinated through DNA. This includes efforts to support artisanal fishing communities. There are no SGP grants specific to the Santa Luzia area. However, Biosfera is working to secure a small grant to assist artisanal fishing communities to improve their value chains.

168. The *United States Fish and Wildlife Service (USFWS)* provides financial and technical backstopping for this effort.

169. *European Union:* The EU donated a high technology-equipped patrol boat to the Santa Luzia PA authorities. This boat is to be used for monitoring. The DNA developed a project for Santa Luzia with the French Government under the "Sustainable Small Islands Initiative" (SMILO). This was geared to support establishment of infrastructure to improve the living conditions of the fishermen allowed to fish in the reserve. Initial indications were that they have a budget of approximately US$ 60,000 that could be available in 2019.

Table 13 - Summary of Project Relevant External Funding Sources Aligned with DNA

Source - Project	Brief Description	Duration	Approx. Budget
GEF Tourism and Biodiversity Project	Mainstream biodiversity within tourism sector; operationalize subset of PA's (US$ 13.7 with CoF)	Through 2020 (got an extension)	US$ 3,664,640
CEPF	Santa Luzia restoration (project approval pending)	3 years	US$ 170,000
Sea Shepherd	Support for Biosfera boat	Annual	US$ 30,000
Associação para o Desenvolvimento Solidário, Sustentável e Inovação Social	ECO-EMPREGO PARA JOVENS_ Utilização da energia solar para iniciativas produtivas de 3 grupos de jovens empreendedores na ilha de SV	Currently under execution	US$ 30,000
Associação para a Defesa do Meio Ambiente - BIOSFERA I	Projeto-piloto para a promoção do modelo de pesca certificada participativa	Currently under execution	US$ 50,000
Associação Projeto Biodiversidade	Diálogo Político para uma Gestão do Meio Marinho e Costeiro Integrativa e Inovadora em Cabo Verde	Currently under execution	US$ 40,000
Bios.CV	Guardiões do Mar da ilha da Boa Vista	Currently under execution	US$ 28,000
Associação de Pescadores de Salamansa	Implementação de sistema de propulsão elétrica na pesca artesanal	Currently under execution	US$ 25,000

Biflores – Conservação da Biodiversidade	Conservação e preservação da biodiversidade marinha e terrestre, com foco nas comunidades locais – Ilha da Brava	Currently under execution	US$ 46,000
Associação Ambiental Caretta Caretta	Monitorização e conservação de tartarugas marinhas na ilha de Santiago	Currently under execution	US$ 15,000
Associação Lantuna	Pesca sustentável e gestão dos recursos marinhos no Parque Natural da Baía do Inferno e do Monte Angra	Currently under execution	US$ 50,000

170. *MAVA: Foundation Pour La Nature (MAVA):* MAVA is a private foundation from Switzerland. MAVA supports a variety of conservation initiatives in Cabo Verde. MAVA focuses their Cabo Verde invests upon conservation issues related to sea turtles, sea birds, and bycatch. MAVA funds a large turtle conservation project in Boa Vista and Maio. This is done through four NGO's: Bios.CV, Turtle Foundation, Natura 2000 and FMB. The total value of this turtle project was approximately US$ 2.3 million over a period of 5 years. The by-catch investment of MAVA was developed in coordination with Birdlife International. MAVA designed a project to assist with improving the institutional framework and operations for DNA. This will include PA administration. MAVA has announced that the foundation will cease global operations in the coming years. However, they will likely continue funding for various Cabo Verde conservation efforts through at least 2023.

171. *National NGO's:* National NGOs engages in conservation activities with most coordinated through DNA. TAOLA (Network of Organizations for the Protection of Sea Turtles in r) serves a coordinating function for marine turtle conservation. Natura2000 focuses upon marine turtle conservation. FMB (Maio Biodiversity Foundation) engages around the island of Maio with programs related to marine turtles, marine and coastal conservation and sustainable tourism development, with support from both international and national conservationists. BOIS.CV works around the island of Boa Vista and focuses energy upon marine turtle, avian and cetacean conservation.

172. *Biosfera:* This is a unique and highly effective Cabo Verdean NGO based in Mindelo, dedicated to conserving the greater Santa Luzia ecosystem. Biosfera has a permanent staff of 18 people and 8 temporary staff. A number of Biosfera initiatives contribute to the baseline. Multiple consultations were held with Biosfera during the PPG period to make certain all activities are fully aligned.

173. CEPF supported Biosfera with studies on key biodiversity in the area and the development of a restoration plan for terrestrial species[29]. CEPF is now funding restoration activities with an investment of $200,000.

174. The Cabo Verde National Environment Fund invested in Santa Luzia PA with a project co-implemented by Biosfera. This was valued at approximately US$ 150,000. These moneys are to assist with building a landing dock at Santa Luzia and to support PA monitoring by the Coast Guard.

175. Biosfera secured US$ 500,000/year in MAVA funding to engage in Santa Luzia PA conservation efforts. This includes controlling invasive species (e.g., cats, fire ants, etc.) and conservation of the protected area bird, turtle and reptilian species. This project assisted the recent re-establishment of Laso larks on Santa Luzia Island. MAVA is working with Biosfera in coordination with Birdlife International and SPEA to promote seabird conservation, including monitoring within the protected area. Biosfera is also implementing a public awareness campaign, including school programs to build public awareness regarding the Santa Luzia protected area system.

176. Biosfera also used MAVA funds to salary 8-government staff. They have 2 DNA staff in Praia for seabird monitoring in southern Cabo Verde (US$ 17,000/year) and 6 DNA staff in S. Vincente (US$ 42,000/year). There were 7 DNA staff tasked with supporting Santa Luzia protected area. Biosfera paid the salaries of 6 of these staff persons.

177. .

178. Biosfera received a medium sized vessel from Sea Shepard to support Santa Luzia conservation efforts. Sea *Shephard* provides Biosfera with US$ 30,000 annual funding to cover this ship's operational costs. Travelling from Mindelo to Santa Luzia is quite expensive, costing approximately US$ 300/round trip in fuel.

[29] Geraldes, P & T. Melo 2016. The Restoration of Santa Luzia, Republic of Cabo Verde, Terrestrial reptile monitoring report 2013-2015. Protecting Threatened and Endemic Species in Cabo Verde: A Major Island Restoration Project (CEPF). – Sociedade Portuguesa para o Estudo das Aves.

Biosfera also applied for a GEF Small Grants program for an additional US$ 100,000 to drive more sustainable artisanal fishing practices including value chain improvements.

Ministry of Finance

179. The *annual* baseline for the Ministry of Finance is estimated to be US$ 238,616,392 which covers operational costs associated with things such as development of the Blue Economy and allocation decisions for marine management, fisheries management, biodiversity conservation and general conservation activities. A large portion of the budget goes to servicing the national debt.

180. Through their national planning and budget allocation functions, the MF is critical to determining the outcome of the national budget and allocation process. The Ministry generates priorities through a number of tools, particularly the *Strategic Plan for Sustainable Development* and the MF Office of Planning. Because of this responsibility, the Ministry of Finance helps determine how marine resources will be managed. Building the capacity of the Ministry of Finance to better understand, integrate and prioritize marine conservation expenditures is important.

181. The Strategic Plan for Sustainable Development is meant to be a primary guide for budget allocations. However, much of the budget allocation process is still done along sectoral or ministerial lines. A transition is underway towards greater emphasis on objectives or outcomes-based budgeting. This would allow for clearer alignment of budgets with the objectives of the Strategic Plan for Sustainable Development and facilitate a more integrated approach and associated spending between ministries. Results in terms of the achievement of these objectives would be easier to monitor thereby informing future budget allocations. The process of devising a system and tools to measure the achievement of these wider socio-economic development objectives is underway within the MF. However, under the baseline, these efforts do not reflect and/or integrate the achievement of targets related to the conservation of globally significant marine biodiversity and associated ecosystems.

182. The Government views the emerging Blue Growth/Economy as important element of their overall sustainable development strategy. The Ministry of Finance is a major player in this process. Several external investments support the MF in relation to increasing economic development related to exploitation of marine resources and Blue Economy actualization, e.g., the Government of China and AFDB. As this development issue advances, it will have an increasingly strong position in the PED and overall budgeting process.

183. The budget process starts within each ministry. Departments within each ministry (e.g., DNA within MAA and IMar within MM) 'compete' internally to justify their budget allocations. Once general decisions are made at the ministerial level, each ministry makes an annual submission in March through their individual Directors of General of Planning and Budget Management (DGPOG). These submissions detail perceived budget needs and justifications over the medium-term three-year budget cycle. Inter-ministerial budget allocation decisions are then made using a combination of rules-based and political processes.

184. The MF draws up an annual national budget plan clarifying availability of financial resources versus the finance needs expressed by the various ministries and organs of state. The budget specifies what portion of the available financial resources can be allocated to three sub-categories. Mandatory spending such as loan repayments, staff and key contracts (+/- 70% of total). Existing projects under way (+/- 20% of total). New projects based upon annual budget priorities (+/- 10% of total). Once allocations are made, individual ministries have some flexibility with respect to the internal allocation of received budgets.

185. Agencies must submit impact-based budget reports and justifications to the government and Ministry of Finance for review. The MF tends to emphasize past performance as a key determinant of additional budget allocations. Agencies with a track record of impact performance and the capacity to prove such performance generally have an advantage in the budget negotiation process. Under the baseline, both the DNA and MM have a low-capacity level with this aspect of the budgeting process with regards to marine conservation.

Ministry of Defence (Coast Guard)

186. The annual baseline for the Ministry of Defence is estimated to be US$ 11,874,830. The Coast Guard uses vessels and remote tools to monitor marine activity. The Coast Guard has operational centres in both Mindelo and Praia. The total staff is approximately 200 persons.

187. The Coast Guard's Operational Centre for Maritime Security (COSMAR30) uses satellite-based Vessel Monitoring System (VMS), Automatic Identification System (AIS) and Vehicle Traffic Monitoring System (VTMS). COSMAR was established in approximately 2010. The system allows for monitoring of all large vessels and a portion of the national semi-industrial fleet.

188. The Coast Guard's fleet consists of 9 seagoing vessels and 1 plane. Under the existing situation, the Coast Guard is not financially capable keeping their boats on the water and actively conducting adequate marine surveillance. For instance, only one Coast Guard vessel is capable of entering the high-sea and monitoring the 4,000 km2 EEZ. This vessel has mechanical issues. The Coast Guard estimates that keeping the entire fleet and plane operational for one year would cost approximately US$ 300,000 for maintenance and an additional US$ 200,000 for petrol. Again, existing institutional and regulatory framework barriers fail to prioritize this investment for the purposes of maintaining marine ecosystem security.

189. The Coast Guard has benefitted from substantial training and is quite professional. They are technically capable of conducting patrols, surveillance and enforcement. Cabo Verde is used as a conduit for contraband (drug) transport. This is of particular international concern to the United States and EU nations. However, the Coast Guard is not fully capacitated to deal with issues specifically related to marine conservation and fisheries conservation. The Coast Guard does not engage in formal conservation monitoring. The Coast Guard has not benefitted from adequate and/or specific training with regards to fisheries and fisheries management.

190. The Coast Guard routinely invites a fisheries representative to join them on ocean going patrols. This is done as an inter-agency curtesy. The Coast Guard station in Mindelo will patrol the Santa Luzia MPA approximately once per month.

191. Fisheries staff (GIF) sit within COSMAR facilities where remote monitoring of vessels takes place. These GIF staff are tasked with monitoring fishing vessel activity. GIF is primarily concerned with providing permission to international vessels to enter the EEZ. However, the COSMAR facility is able to monitor the entire international fishing fleet and most of the national semi-industrial fleet. Data are collected on fishing activity and is tabulated electronically with weekly records maintained. In principle, this is to include monitoring of infractions. Information is to be transferred to fisheries for action. Information is not shared directly by to IMar (fisheries research and monitoring authorities). There are no rigorous mandated requirements or protocols related to collecting or managing marine resource status and/or use data.

Ministry of Tourism

192. The annual Ministry of Tourism and Transport is estimated to be US$ 7,384,473.

193. The Ministry of Tourism and Transport promotes tourism, helps to generate tourism investments and develops tourism management plans for individual islands. In this way, the Ministry helps to determine the extent and location of on-going coastal zone development. To date, tourism management plans have been generated for Sal, Maio and Boa Vista. S. Vicente is located proximate to Santa Luzia protected area. There are discussions regarding the development of tourism in and/or near the MPA.

194. The Ministry is planned a National Strategic Plan for Tourism Development (2014-2024), with technical support from the United Nations World Tourism Organization (UNWTO). It is envisaged that the plan is to guide the long-term development of tourism; set the longer-term goals and targets for the tourism sector; define the competitive positioning and target market strategy; recommend a suitable institutional and financing framework; and serve as a guide for sustainable tourism growth over its 10 years long. It also recommends strategies to prevent or minimize negative socio-cultural, environmental and economic impacts, and provide guidelines for sustainable tourism development.

Ministry of Infrastructure, Spatial Planning and Housing

195. The annual budget allocation for the Ministry is approximately US$ 150 million.

196. The National Institute of Territorial Management sits within The Ministry of Spatial Planning, Infrastructure, and Habitation. This institute has some level of authority with regards to coastal zone planning, protected areas planning/gazetting, and Marine Spatial Planning. However, there are not clear mandated lines

[30] Centro Operacional Segurança Marítima under the Cabo Verde Coast Guard

of responsibility between the Ministry of Tourism, MM, DNA and the National Institute of Territorial Management.

Special purpose funds: National Environment Fund and Tourism Fund

197. The Government has established two special purpose funds: The National Environment Fund and the Social Sustainability Fund for Tourism. Both are relevant to this project's baseline.

National Environment Fund (FNA – Fundo National de Ambiente)

198. The annual baseline represented by the National Environment Fund is estimated to be US$ 3,500,000. In 2017, the Fund received approximately US$ 7 million with US$ 6.8 million from environment import/impact taxes and the remaining US$ 200,000 from fine/EIA fees.

199. Regulations establishing the Fund were adopted in 2012. The Fund became fully operational in 2017. The Fund currently receives revenue from two sources: an "ecological tax" applied to imports such as plastics deemed to have potential adverse environmental impacts; and, environmental fines and EIA fees.

200. The Fund has three tiers of management. Ministry of Finance oversees the Fund's accounting. A professional CEO and two administrators handle daily management. A three-person Board makes final decisions and consists of: the CEO, DNA representative, and MF representative. There plans to add a monitoring and evaluation team. The total funds that may be used for administrative purposes is capped at 3% (US$ 210,000). The Ministry of Finance and Fund managers have expressed interested in identifying additional revenue sources, e.g., marine environment impact fees.

201. Allocations from the Fund are made based upon proposals submitted. Proposals are reviewed by the management team. Their recommendations are the forwarded to then forwarded to the Board for approval.

202. The main Fund is mandated to allocate 60% to municipalities; 30% to national government agencies; and, 10% to NGO's. Each of these three categories have specified funding priorities. DNA has a higher discretionary authority over the small portion of funds generated from fine/EIA revenue.

Table 14 - National Environment Fund Categories, Priorities, and Mandated Percentages

Recipients	Funding Priorities	Mandated Percentage	Approx. 2017 Allocations
Municipalities	- Solid waste management - Environmental education and awareness - Basic sanitation (including options to privatise sanitation services provision)	60%	US$ 4,200,000
National Government	- Basic sanitation - Toxic waste management - Pollution management - Conservation of species and habitat - Environmental education and awareness - Strategic planning - Generation of environmental statistics and data	30%	US$ 2,100,000
NGOs	- Restoration and rural and peri-urban areas - Environmental education and awareness - Conservation of species and habitat	10%	US$ 700,000

203. In principle, the National Environment Fund allocates approximately US$ 35,000/year to each of the country's 9 PA complexes to support operations. These moneys are managed by the region's delegate, not the PA directly. To receive funds, each PA must submit a list of "proposed projects". Requests are to comply the PA management plans. In practice, these funds have not reached all intended beneficiaries due to management capacity issues within the PA framework.

Table 15 - Indicative National Environment Fund Allocations to Government Agencies 2017 - 2021

Purpose	US$

Conservation of Species and Habitats	
Management and Conservation of Natural Spaces and Resources	US$ 2,700,000
Improvement of the Santa Luzia Reserve and Isthmus	US$ 150,000
Elaboration and implementation of forest management plans (DNASP)	US$ 685,000
Prevention and Combatting of Pollution	
Implementation of the policy on environmental sanitation in rural and urban areas	US$ 330,000
Strengthening institutional capacity in the implementation of intervention policies on environmental quality	US$ 900,000
Monitoring of air quality (INMG / DNA)	US$ 632,000
IEC – Information, Education, and Awareness	
Updating, improving and maintaining the Environmental Information System	US$ 421,000
Information and Education for the environment and citizenship	US$ 600,000
Sanitation - Urban Solid Waste	
Improving waste management	US$ 3,750,000
Incidentals (10%)	US$ 1,150,000

Table 16 - National Environment Fund allocations to Mindelo, São Vicente Municipality 2017 – 2021

Purpose	US$
Rehabilitation of the public water supply and sewage workstations built since 1986	US$ 350,000
Acquisition of three compaction trucks for collecting and transportation of MSW	US$ 330,000
Acquisition of a fleet of trucks collecting MSW and metal and plastic containers	US$ 94,000
Maintenance / cleaning of ponds and rehabilitation works of the WWTP	US$ 325,000
Acquisition of a lorry for irrigation	US$ 100,000
Rehabilitation of existing public toilets	US$ 136,000
Acquisition of a sewerage unloader	US$ 185,000
Total	**US$ 1,520,000**

Social Sustainability Fund for Tourism (Tourism Fund)

204. The annual baseline represented by the Tourism Fund is estimated to be US$ 2,000,000. The Tourism Fund received approximately US$ 9 million in 2017. The Fund will likely generate US$ 10 million in 2018.

205. The Social Sustainability Fund for Tourism (Tourism Fund) was established in 2013 and became fully operational in 2016. The Tourism Fund generates revenue via a "Tourist Contribution Tax", essentially a US$ 2.25/bed tax. Additionally, an estimated US$ 20,000/year is received from taxes on two casinos (Sal and Praia).

206. The Tourism Fund has a three-person management team composed of a CEO and two administrators. This team receives and analyses proposals, reviews budget and does general stakeholder engagement. The three-person decision-making board is composed of: Fund CEO, a representative of the Ministry of Tourism and transport and a Ministry of Finance representative. The management costs are capped at 3% of revenues. 8% goes to the development of the Cabo Verde brand and the international promotion of the country and another 8% to finance professional training.

207. The remaining budget of the Tourism Fund is mandated to allocate 50% to municipalities and 45% to national government agencies. The remaining 5% is used to support the functionality of the Cabo Verde Tourism Institute. Funds are allocated based upon proposals submitted by national agencies and municipalities. Funds are allocated to activities that support increased tourism revenue.

208. Municipality investments are prioritized to islands with highest tourism revenue. For instance, Sal and Boa Vista receive 70% of the funds allocated to municipalities. These two municipalities will likely receive US$ 30 million over the next five-year period. The GEF marine conservation project's primary target area of São Vicente (Mindelo) will receive approximately US$ 1,050,000 over this same five years.

Table 17 - Tourism Fund Categories, Priorities, and Mandated Percentages

Recipients	Funding Priorities	Mandated Percentage

Tourism Fund	Social Sustainability Fund for Tourism Functionalities	3%
Education	**Professional Training**	**8%**
Municipalities	Regeneration, requalification and urban and environmental rehabilitation of cities, towns and localities to make them attractive from the urban, environmental, social and cultural point of view and boost the local economy	50%
National Government	Energy, accessibility, inter-urban transport, health, safety, rehabilitation and tourism infrastructure improvements in municipalities with limited collection of tourism revenues, maritime heritage, rehabilitation or restoration of cultural heritage, creation of museums and art galleries, cultural and sporting events, training and qualification of human resources for the sector and education for tourism and development of tourist planning plans	45%
Marketing	Development of the Cabo Verde brand and the international promotion of the country	8%

Table 18 - Tourism Fund allocations to Mindelo, São Vicente between 2017 to 2021

Purpose	US$
Renovation of the Fish Market	US$ 170,000
Renovation of Baía das Gatas	US$ 300,000
Historic and cultural cataloguing and signalling	US$ 30,000
Urban and Environmental rehabilitation of the City of Mindelo	US$ 550,000
Total	**US$ 1,050,000**

209. Investment in ecosystem services such as MPAs associated with tourism benefits is largely absent from the Fund's mandate. The 45% allocation to national government includes roughly 50 projects. Of these, only one relates to conservation. This is an allocation of US$ 40,000/year to support nature-based tourism development. However, there is coordination between the Environment Fund and Tourism Fund with regard to expenditures. Tourism Fund managers receive technical support from the World Bank and the UNDP/GEF Tourism and Biodiversity Project.

Private Sector

210. *International Fishing Agreements:* As noted, the estimated annual value of the EU fishing protocol with Cabo Verde is US$ 840,292. Approximately US$ 392,000/year is earmarked for "implementation of the national fisheries policy." The total amounts generated from other international fishing agreements are unknown. Monies generated by fishing agreements currently go into the general government budget. Although the conservation funds and other fees may be reallocated to fisheries conservation, but the process for this and prioritization is vague. The value of the other fishing agreements is unknown.

211. *Associação Armadores de Pesca de Cabo Verde (APESC):* APESC represents the interests of their semi-industrial national fleet members. Membership is voluntary, with token dues required. The organization is growing rapidly, from 11 associates in 2015 to the current 55 associates. Each associate owns semi-industrial vessels. There are approximately 150 semi-industrial vessels nationally. They are part of the Fisheries Council.

212. *Centros Técnico e Social (CTS):* The Government has developed approximately 30 community support centres for artisanal fishers. These centres are located in various fishing communities. The centres have basic infrastructure such as an industrial ice production, chill room, receiving stations and storage facilities. These centres serve as a focal point to organize artisanal fishers.

213. *Marine Based Tourism and Sport Fishing:* Sport fishing is based largely around Mindelo and the greater Santa Luzia ecosystem. This is a catch/release fishery with approximately 13 – 15 commercial operations. Operators charge approximately US$ 1,200/day per boat with each boat takes up to 4 anglers. Each boat has

a crew of three and there are 5 to 10 additional people employed on land doing administrative, logistical and other tasks. Total direct employment is thus in the order of 40 to 50 people. During the six-month season, these operations generate US$ 10 – 15 million in annual tourism revenue, including boat fees, accommodations and flights.

214. There is one diver operator in Mindelo, Dive Tribe, with 5 to 7 employees. They do not tend to dive near Santa Luzia PA, given the distance and limited unique selling point for divers that cannot be found closer to Mindelo. In terms of fees, they pay docking fees and rentals for their office on the pier.

215. Under the baseline situation, none of these marine based tourism operations actively engage in conservation, although they would be willing to if the situation changes. For instance, billfish anglers regularly participate in international GPS tagging and monitoring activities supported by the International Game Fishing Associations (IGFA).

II. Strategy

2.1 The GEF Alternative: Proposed Alternative Scenario and End of Project Situation

216. Under the current situation, the adverse impacts to global significant biodiversity will likely be compounded, as intended economic and development demands place additional pressure upon marine resources, without being balanced by necessary sustainable management and conservation safeguards.

217. The project objective is to strengthen the systemic and institutional capacity for reducing multiple threats to globally significant marine ecosystems and achieve sustainable blue growth in Cabo Verde. This project's theory of change is based upon four integrated components designed to result in the achievement of the project objective. Each component is designed to catalyse and result in the transformations required to assist Cabo Verde to move from a situation where marine resources, both inside and outside of MPA's, are highly vulnerable to over-exploitation, habitat degradation and climate change, to a situation where the future of these resources is much more secure.

218. The first component will address *Barrier 1: Limited capacity to emplace a comprehensive national framework for maritime sector planning and threat management.* Under this component, the project will assist with building national capacities required to realize informed, strategic and adaptive marine environment management that fully incorporates the achievement of conservation objectives. The project will support the emplacement of a capacity building program focused upon a more coordinated and coherent national institutional and regulatory framework. The project will also enhance coordination between institutions. Under the current scenario, there are a host of institutions and agencies responsible for various aspects of marine resource utilization and conservation. Mandates are often conflicting and haphazard. This is reflected in the less than effective manner in which marine resources are managed, either in terms of use, species and/or habitat. This includes establishing opportunities to build the awareness of national decision makers regarding fundamental best international principles and practices regarding marine management. The project will promote awareness through a series of innovative and targeted training programs, exposing decision-makers to some of the world's best marine conservation practices. The project will foster the creation of an inter-agency platform designed to support integrated decision-making. Through these tools, the Government will work with the technical support of project persons to design and adopt an improved management regime. Importantly, this work will focus upon mainstreaming marine conservation within national strategies, including the Blue Growth Strategy and the national budget and planning process. The project will assist the Government and other stakeholders to emplace a more transparent and informed monitoring and reporting mechanism, to help drive a strategic and informed decision making and scrutinize progress made towards conservation and management objectives. This effort will fill the large knowledge and information gaps that exist under the baseline in terms of understanding the current status of globally significant biodiversity and perceived threats. The process will set Cabo Verde on course to a much more informed decision-making framework. This will include specific tools such as Integrated Marine Spatial Planning and accession to international agreements designed to head-off growing risks associated with IAS and the marine environment. The component's outcome will ensure that a full set of functioning and self-sustaining national frameworks for maritime sector planning and threat management are operationalized to deliver global environmental benefits across the nation's marine environment.

219. The second component will address *Barrier 2: Inadequate experience with the financing and management of a national marine conservation area system.* This is a large gap in the current situation, with the MPA network lacking both management and financing functionality. Under this component, the project will focus efforts on a more localized scale, addressing the precise regulatory and financing needs that restrain the national MPA system from being operational. The project will assist the Government and concerned stakeholders to design regulatory and management improvements for the entire MPA network. This will include assisting with the creation and implementation of comprehensive management and management guidelines for MPA's. This will be supported by a strategic approach, towards identification of management needs, the demarcation of current "paper-parks" and the design and adoption of an improved national MPA regulatory framework. The project will make certain that adopted changes are implemented and supported beyond the project period, by augmenting management changes with financing improvements. This will include assisting the Government to complete and implement a sustainable management strategy. This strategic and innovative approach towards sustainable financing of the MPA system will include assisting individual MPA's with strengthening their financial management skills, to become more efficient so that funds are cost-effectively used to target threats to globally significant biodiversity. The component's outcome will make certain that an effective national regulatory and management framework for the MPA system is implemented and sustainably financed.

220. The third component will address *Barrier 3: Limited experience regarding successful marine conservation area management.* This component will assist the Government of Cabo Verde to establish the Santa Luzia MPA Complex (inclusive of Raso and Branco), as the nation's preeminent example of marine conservation effectiveness. This component will build upon and integrate the results of Component 2 efforts. The third component will effectuate these results and provide lessons by offering the technical support required to complete an implement an effective MPA management plan. This will include an innovative approach towards sustainable financing and staff capacity building, so that Santa Luzia becomes the country's first MPA with trained personnel dedicated exclusively to ensuring the conservation of globally significant marine biodiversity within the large MPA. The project will assist the Government with a management regime that incorporates communities near the MPA, who rely upon resources within the MPA for sustainable livelihoods and food security. The component will take an ecosystem-based approach, working to strengthen the management and conservation of the marine environment, both within and around the MPA. This is important, particularly given the fact that overexploitation of marine resources beyond the MPA boundaries reduces the conservation effectiveness of the MPA, while incentivizing over-exploitation of resources within the MPA boundaries. The project will address management challenges related to fragmented agency responsibilities, by catalysing innovations for more coordinated conservation efforts. This will include establishing conservation improvements, such as better fishing and marine environment management, through coordinated planning, regulation, reporting and monitoring tools. Current commercial fishing interests and other stakeholders will be incentivized to engage in conservation efforts, in part through project innovations in market chains and other value additions. The desired outcome will by project close ensure that marine biodiversity effectively conserved in the Santa Luzia MPA Complex (inclusive of Raso and Branco).

221. The fourth component will address *Barrier 4: Insufficient knowledge management mechanisms for fostering learning.* In the existing situation, there is a dearth of information generated and shared. This is particularly problematic in Cabo Verde, where management and decision-making responsibilities are spread broadly, both within the Government and geographically, across each of the nine populated islands. To help break down communication barriers and encourage more coordinated approaches, the project will assist the Government and concerned stakeholders to establish a number of information gathering and reporting tools. Under this component, the project will make certain that these tools are compiled, collated and disseminated broadly. This will help to build awareness and capacity to better inform management decision-making. Part of this effort will include creation of a knowledge management portal. This activity will make certain that information is available both at the national and regional levels, but also can help to provide lessons and best practices for international replication and learning. In this way, the project will contribute to the improvement of global marine conservation practices. This will be augmented by project specific monitoring, evaluation and reporting, to ensure that project activities and investments are on-track to deliver desired outcomes and global environment benefits. This includes monitoring to measure whether economic, social, gender and environmental targets are being met. The desired outcome will be that, by project close, a functional system to support monitoring, evaluation and knowledge management is emplaced and supporting continued learning to inform adaptive and strategic management.

2.2 Assumptions of Change (internal and external factors)

The Government will move forward and engage in capacity building efforts implemented by this project.

222. The theory of change presumes that the Government will continue to evince a strong desire to pursue a course, which better mainstreams the conservation of globally significant biodiversity within management practices. This includes directing appropriate Government staff to actively engage in and benefit from the project's efforts related to capacity building. This will be important not only in terms of training and awareness regarding best international principles and practices that may best be applied to the Cabo Verde situation, but also using these advanced capacities to mainstream conservation objectives and actions within national and local level policies. This will be particularly important in terms of improving regulatory frameworks, institutional frameworks and national policies, such as the Blue Growth/Blue Economy development strategy and associated investments.

The Government will follow-through on proposed conservation improvements, including monitoring of marine resources and enforcement of improved management framework.

223. The project will support the Government to build the capacities required to improve monitoring of marine resources. This will include both the harvest of marine resources, as well as potential adverse impacts from on-going marine-oriented economic expansion. The project's theory of change presumes that, once GEF funds assist the Government to emplace these capacities, the Government will capitalize upon and implement these improvements. All indications are that the Government will do this. Under the baseline, the current management system is relatively incoherent and inconsistent. This includes unclear agency mandates and protocols, as well as higher level Government policies that do not mainstream marine conservation objectives. By assisting the Government to clarify mandates and approaches, the incentives will exist for specific agencies to undertake the tasks required to fulfil their assigned mandates.

The Government will support the identification of new financial rearousal and willingly re-alignment of existing financial resources to promote more conservation-oriented management.

224. Once capacities are built through project envisioned activity, it will be incumbent upon the Government to identify financial resources to pay for conservation improvements. The GEF investment is designed to be catalytic, doing the heavy lifting of moving from the current business as usual scenario, to a more conservation-oriented marine management regime. There are indications that the Government will be able to harness adequate resources to carry-forward improvements made. Existing resources may be realigned. In addition, the Government is growing additional finances, as indicated by both the Tourism Fund and Environment Fund. As the economy grows through marine based endeavours, such as tourism, shipping and fisheries, there will be more revenue streams available. Diverting a small portion of these streams towards improved fisheries management and MPA, conservation should be more than adequate to cover the operational costs of the project emplaced improvements. However, the project's theory of change presumes that the Government will be willing to make these necessary advances.

The national private sector, and particularly fisheries concerns, will engage with and be supportive of proposed conservation measures.

225. The project's theory of change presumes that the private sector, and particularly the national fleet, will engage with and be supportive of conservation management improvements. The project proposes many innovative practices, that will likely result in improvements to the nation's marine environment, including fisheries. However, there is a presumption that the private sector will support these improvements and recognize the financial and social benefits that will accrue if currently "open access" resources are better regulated, based upon improved conservation practices.

International investors, including donors and the private sector, will support conservation improvements.

226. As with national sector, the project presumes that international investors, including international fisheries and tourism developers, will engage with and be supportive of aligning investments with improved marine conservation practices. This presumption is somewhat mitigated by the fact that the Government of Cabo Verde wishes to adopt improved regulatory and policy changes. These changes will require private

investors and other international interests to align their activities to fall within the parameters of the Government's regulatory improvements.

2.3 Incremental Cost Reasoning (Baseline vs Alternative Scenario)

Summary of Baseline

227. Cabo Verde is actively pursuing economic expansion predicated upon the marine environment. This expansion will be accompanied by government policies and initiatives, as well as international investments.

228. Under the baseline or business as usual scenario, the marine resources of Cabo Verde are already under significant threat from over-exploitation, habitat degradation and advancing climate change. The nation has made substantial advancements over the last decades in terms of overall governance, development and economic security. There are several institutions in place and there are qualified persons within these institutions. The nation's financial resources have also grown. This is indicated not only by national budgeting improvements, such as the PED, but also innovative funding mechanisms such the Tourism Fund and Environment Fund, even being negatively affected by pandemic restrictions.

229. The challenge that exists under the business-as-usual scenario is that development advances have not been accompanied by commensurate improvements, in the way marine resources are managed or conserved. Institutional frameworks remain fragmented. National and local level policies and regulations does not reflect best international principles and practices related to marine conservation. The level of expertise and staff dedicated to marine conservation management is extremely limited. Budgets are not prioritized and strategically directed to support the achievement of the informed management of the marine resources, upon which economic expansion aspirations are predicated, let alone the conservation of globally significant biodiversity. IUU fishing continues apace, with little advancement in terms of sustainable management. There are no standing examples of successful marine protected area management and conservation. Without catalytic investment and resulting capacity improvements, development strategies, such as the Blue Growth Strategy, PED and others, will have little chance of fully integrated best international principles and practices related to marine resource management and conservation.

230. If this baseline scenario continues apace, the results will likely be highly negative with adverse ramifications to the nation's economy, sustainable livelihoods, food security, and the conservation of globally significant biodiversity. Adverse impacts will accrue and grow as result of increased use of the marine environment for activities, such as international shipping, tourism vessel servicing and related economic activities. Fisheries at the EEZ, semi-commercial and artisanal levels will continue to be operated under a basic "open-access" regime of maximized harvest. MPA's will likely continue to be "paper-parks" and provide little benefit in terms of safeguarding global biodiversity wealth. National development strategies and associated investments will accelerate without adequate and due consideration of marine resource conservation value and/or support.

The GEF Alternative

231. The project's relatively small investment of approximately US$ 3.8 million will leverage more than US$ 22,327,788 million in co-financing. This investment will help Cabo Verde to accelerate conservation improvements to necessary address baseline challenges.

232. The GEF alternative will assist the Government of Cabo Verde, private stakeholders and concerned NGOs to support continued economic expansion and development, while building the capacities necessary to address these challenges. The level of expertise and knowledge among core decision-makers at the national, local and MPA levels, will be strengthened, through a strategic capacity building program. The regulatory and institutional frameworks will be improved, through technical assistance that will promote the ability of national stakeholders to draw upon international examples and apply these examples to the unique challenges of Cabo Verde. The project will assist stakeholders to set in place a strategic management approach that is both informed and adaptive. National, regional and local level policies and regulations will be improved to better direct investments towards actions that fundamental support, rather than degrade, marine resources. The country will benefit from examples of MPAs that are fully functional, providing critically needed refugia and centres of conservation excellence for globally significant species and associated habitats. Commercial enterprises, including both tourism and fishing, that are bedrocks of Cabo Verde's economic development,

will be better managed to deliver both economic improvements and conservation gains. Budgeting and financing mechanisms will be improved and expanded to make certain sustainable financing exists to carry forward project emplaced improvements, including regulation, enforcement, monitoring and informed management practices. Importantly, national planning and policy regimes focused upon Blue Growth/Blue Economy will mainstream marine conservation practices, to make certain the values upon which these aspirations depend are sustainably managed and able to support sustainable development over the coming decades.

Summary of Anticipated Global Benefits

233. As detailed, Cabo Verde is a global hot spot for marine biodiversity. This is indicated by the extent of relatively undisturbed coastal and marine habitat, the diversity of species, the critical habitat that is provide these species, a relatively high level of marine endemism and very important marine habits such as coral.

234. The project will result in the substantial advances being made to secure the long-term conservation of Cabo Verde's globally significant biodiversity. The project's national and local level efforts will set-in-place a more coherent and effective management system for marine and coastal areas. This will generate global environmental benefits positively impacting 952 kilometres of coastline and the entire 800,000 km^2 EEZ. This will include directing more financing towards conservation of these resources. Improved financing and institutional capacity will support, through project efforts, a much more effective regime for strategically establishing and subsequently monitoring and enforcing national marine conservation objectives. The project will pay particular attention to shifting current commercial fisheries away from the current unsustainable models, to modalities that are much more in line with the delivery of global environmental benefits. The project will directly assist the Government to transform the current "paper" park status of Santa Luzia MPA into a fully functional protected area effectively conserving over 56,240 hectares of marine ecosystems and associated species currently under severe threat from unsustainable resource use. The project will also assist twenty-five additional MPA's, helping to raise their level of management effectiveness. By project close, the entire Cabo Verde system of marine management should be in a much better position to effectively address current and emerging conservation challenges related to long-term marine ecosystem-based development aspirations.

2.4 Alignment with GEF Focal Area Strategies

235. This project directly responds to and integrates the GEF-6 biodiversity conservation focal area strategy.

BD 1:	*Improve Sustainability of Protected Area Systems*
Program 1:	*Improving Financial Sustainability and Effective Management of the National Ecological Infrastructure*

236. The project will support the improvement of Cabo Verde's MPA protected area financial sustainability and effective management of Cabo Verde's national MPA system, driving the conservation of associated globally significant biodiversity. The project will do this in general for the entire MPA regime with particular attention given to the Santa Luzia MPA complex. Capacity building efforts will directly address issues concerning local communities and women in design, implementation and management improvement phases. By project close, the operating costs associated with these capacity improvements will be absorbed by national financing mechanisms, identified and operationalized during project implementation.

BD 2:	*Reduce Threats to Globally Significant Biodiversity*
Program 4:	*Prevention, Control, and Management of Invasive Alien Species.*

237. As GEF-6 notes, islands are particularly susceptible to the impacts of IAS, with a global analysis showing that 67% of centres of marine endemism and 70% of global reef hotspot are centred on islands. The project will assist with the comprehensive prevention, early detection, control and management frameworks, that are required to regulate Cabo Verde's highest risk invasion pathways. By promoting approaches to alleviate IAS at this early intervention stage, prior to the marine transport sector of Cabo Verde, experiencing an anticipated period of rapid growth, the GEF investment becomes very cost-effective.

BD 4:	*Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes/Seascapes and Sectors*

Program 9: Managing the Human-Biodiversity Interface.

238. The project will mainstream biodiversity conservation and sustainability objectives in the management of Cabo Verde's seas through support to an array of policies, strategies, and practices that engage key public and private sector actors in order to conserve and sustainably use biodiversity. This support will be spatially targeted, with particular attention given to the Santa Luzia MPA complex. The overall intent is to deliver multiple conservation outcomes, including sustaining biodiversity in the productive seascapes, while simultaneously securing the ecological integrity and sustainability of the associated Santa Luzia protected area complex.

239. The project will contribute to BD 2: Reduce Threats to Globally Significant Biodiversity and Program 3: Preventing the extinction of known threatened species. This includes assisting with preventing the extinction of known and threatened species. As noted, Cabo Verde is an African nation that provides very important habitat for sea turtles, including the leatherback sea turtle, which is specifically noted in GEF-6 as a threatened species of particular GEF-6 concern.

240. The project will contribute to BD 3: Sustainably Use Biodiversity and Program 6: Ridge to Reef: Maintaining integrity and function of globally significant coral reef ecosystems. As noted, the coral communities of Cabo Verde are globally significant. The project will help to address overfishing associated with these reef communities within and outside the MPA system and will support identification of additional reef areas for inclusion within the MPA system.

2.5 Contribution to UNDAF/CPD Outcomes

241. The Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth project is clearly well aligned with Cabo Verde priority needs, identified on the Common Country Analysis of 2017, specifically in enabling conditions for an inclusive economic blue growth, while preserving the country's limited natural assets and subsequently with the UN Development Assistance Framework - UNDAF 2018-2022

242. The project strategy designed to strengthen national institutional capacities for reducing multiple threats to globally significant marine ecosystems and achieve sustainable blue growth, will directly contribute to the UNDAF 2018-2022 strategic priority 2 and outcome 2 "By 2022, the population of Cabo Verde, particularly the most vulnerable, benefit from enhanced national and local capacity to apply integrated and innovative approaches to the sustainable and participative management of natural resources and biodiversity, climate change adaptation and mitigation and disaster risk reduction", which is designed to enable proper and sustained responses to national economic development and environmental challenges.

243. The project further promotes key elements and incorporates approaches aligned with the UNDAF 2018-2022 strategic priority 3 and outcome 3 "By 2022, the population of Cabo Verde of working age, particularly women and youth, benefit from decent work through economic transformation in key sectors, that leads to more sustainable and inclusive economic development", which will ensure the implementation of key strategies towards the eradication of inequalities, protection and management of natural resources and promotion of inclusive economic growth.

2.6 Consistency with National Development Priorities

Table 19 – International Conventions and Signing/Ratification Dates

Convention/Agreement	Year Signed or ratified
Convention on Biological Diversity	1995
Nagoya Protocol	2011
Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES)	2005
Framework Convention on Climate Change	1995
Kyoto Protocol to the United Nations Framework Convention on Climate Change	2006
Cartagena Protocol on Biosafety to the Convention on Biological Diversity	2005
Convention to Wetlands of International Importance especially as Waterfowl Habitats [Ramsar]	2005
World Heritage Convention on Nature and Culture Sites under UNESCO	1988
United Nations Convention to Combat Desertification	1995

244. *National Biodiversity Strategy and Action Plan (NBSAP* includes as priorities sustainable fisheries, *in situ* and *ex situ* conservation, and legal and institutional frameworks. Cabo Verde developed its first National Biodiversity Strategy and Action Plan (NBSAP) in 1999, which concentrated on strengthening environmental policy, the creation of various legal instruments for the conservation and sustainable use of biodiversity and the development of 46 protected areas. The terrestrial protected areas have contributed significantly to re-establishment of endangered endemic vegetation species and the protection of biodiversity. The NBSAP 2014-2030 presents three fundamental principles: (1) the effective conservation and the integration of biodiversity values; (2) the involvement and participation of the whole society in the conservation and sustainable use of biodiversity; and (3) the fair and equitable sharing of benefits that will ensure the country's development and people's well-being. The new NBSAP will help to address numerous gaps and weaknesses in legal, institutional, operational programs, scientific knowledge and follow-up and monitoring.

245. *National Protected Areas Strategy 2013-2022 (NPAS/ENAP)* establishes the overall strategic vision, framework and outlook for the entire PA network in Cabo Verde and the related planning, policy and regulatory mechanisms. Of particular relevance are NPAS/ENAP objectives 1.1) establish and strengthen the national network of PA, integrated in the global network of PAs; 1.2) integrate PAs in the wider terrestrial/marine context and in the relevant sector policies to maintain its structure and ecological functions and 2.2) improve and ensure the participation of local communities and stakeholders. The NBSAP also asks for the development and implementation of a comprehensive invasive species control program by 2025. Sub-actions under this outcome include: 1) Identify the propagation vectors of invasive species and assess the impacts on ecosystems and biodiversity; 2) Identify and implement measures for prevention, control, and or eradication of species; and 3) Monitor rehabilitated areas.

246. The *Program of the Government of the IX Legislature* regards the conservation and protection of the marine environment as engines of economic development and sustainability, as well as the following one. To the sustainable use of marine resources, by enhancing marine ecosystem services and promoting the fisheries sector, in close coordination with the policy of preserving marine ecosystems, in order to enhance the sustainability / durability of fishery resources and favour the environment and the economy. And as for the transformation of the islands into economies with technological parks, according to their vocation: Santa Luzia, for example, will be recognized as a national natural heritage and a reserve of terrestrial and marine biodiversity in Cabo Verde.

247. The *Charter Promoting Blue Growth in Cabo Verde* was adopted in 2015. The Charter defines the logical framework for Blue Growth. The project works on the blue growth sector niches identified. And with the activities proposed by the project it is bound to be a major catalyst of sustainability enshrined in the Charter. The project is moreover in line with the Charter because it proposes to engage the cross-sector committee (Intelligence Strategic Unit) in the integrated marine spatial planning process.

248. The *2nd National Environmental Action Plan* (PANA-II, 2004-2014) underscores the importance of effective PA management for strengthening the national PA system, and the importance of integrating conservation and sustainable use of natural resources into relevant sector and cross-sector plans, programs and policies, as well as the following one. PANA-II also recognizes the conservation of maritime and terrestrial natural resources as key priorities for the sustainable development of the country.

249. The *Strategic Plan for Sustainable Development (PEDS 2017-2021)* is based on Cabo Verde's dynamic insertion strategy in the World Economic System. The PEDS aims to "Make Cabo Verde a Circulation Economy located in the Middle Atlantic". The Sustainable Development Goals state that the Government aspires to ensure sustainability and environmental quality, promoting ecological citizenship and creating the conditions for shared in environmental governance. It also seeks to preserve and enhance marine biodiversity for the promotion of sectors of economic activities such as tourism. It will also seek to implement Management Plans and conservation of protected areas and species, contributing to the sustainable development of the country.

250. This project responds directly to the Government's *Voluntary National Report on the Implementation of the 2020 Agenda for Sustainable Development* priorities:

> *"Improve sustainable fisheries management by eliminating destructive practices by controlling and monitoring illegal, unreported and unregulated fishing, with tight and rigorous enforcement measures in cases of non-compliance with standards, promoting investment in the fisheries sector ensuring knowledge and sustainable exploitation of the living resources of the sea,*

mariculture and aquaculture as important elements of the productive and export apparatus, modernizing and enhancing the processes and the marketing of fishery products, promoting the fisheries sector, in close coordination with the preservation of marine ecosystems…

"However, planning and planning of maritime and coastal space, organization of the development of industries, policies aimed at conservation and preservation of the seas and marine resources, structuring of cities, growth strategies must be designed in concert with sustainable environmental, economic and social development. We are aware that our development is to revitalize activities linked to the sea and the oceans, but we recognize that the country still faces numerous challenges, need of investments in knowledge, acquire expertise and skills in marine resources, marine and maritime research, need in infrastructure, equipment to the new challenges, but mainly adoption of an organized management models, to develop this key sector for the country…

"The absence of a Biodiversity Observatory and a solid statistical information base that enables effective monitoring and monitoring of indicators makes it difficult to present the real state of biodiversity in the country. However, in spite of these shortcomings, surveys with national partners reveal that islands where Protected Areas are already in place, biodiversity is in better conservation. It is noted that the country has a Red List drawn up in the second years of the 90s. Given the dynamics of ecosystems, the need to update this document is recognized, and the institutional initiatives already in progress should be recorded in order to give the country an updated Red List."

251. The 2015 *National Plan for the Management and Conservation of Corals* identifies Santa Luzia NR has been a national priority for coral conservation.

252. *The National Action Plan for implementation of the CBD Programme of Work on Protected Areas (2011)* identified 11 priority actions, including to form multi-stakeholder advisory committee; assess gaps in the PA network; assess PA integration; v) assess the policy environment for establishing and managing PA; viii) assess PA sustainable finance needs; and xi) assess opportunities for marine protection.

253. The *National Fisheries Resources Management Plan 2020-2024* defines fisheries management principles referencing the need for sustainable exploitation, the precautionary principle and the protection of the marine environment.

254. *The Sectoral Letter for Fishery Policy* (Resolution of the Government, Nº17/2014) sets the main guidelines policy for fisheries development. These include: (1) promoting sustainable exploitation of living marine resources, by preventing and prosecuting Illegal, Undeclared and Unregulated fishing and instituting the annual regulation access to the resource; (2) adding value to fishery products through processing, quality certification and enhancement of targeted product in the supply chain; (3) organization of fishing associations, cooperatives and community enterprises addressing integrated community development; (4) promoting quality inspection and certification of fishery products for the domestic market (public market and hotels), through certification centres for fishery products; and (5) promoting certification of products for export looking for value endemism (e.g. Pink lobster) and good fishing practices.

255. The *Growth and Poverty Reduction Strategy Paper* (GPRSP: 2012-2016) (3rd Edition: 2014) aims at operationalizing a structural reform agenda, to improve the efficiency and service delivery of the public sector and state-owned enterprises, enhance the investment climate and reform the labour market. The axes of interventions include: infrastructure, human capital development, reinforcing the private sector and good governance. The clusters that relate to this project are: tourism; the maritime economy (including transport and fisheries); agribusiness; and local cultural products and services.

2.7 Innovation

256. The proposed project is be designed to be highly innovative in its focus on integrated marine ecosystems management. This will include creating an improved management regime designed for maintaining ecosystem services at scale. The proposed investment includes multi-sectoral approaches to transformative policy, capacity, practice and knowledge regime changes, to address key drivers of threats marine biodiversity. A key innovation entails enabling large numbers of artisanal fishing interests, diverse agencies (e.g., Ministry of

Defence, Ministry of Tourism and Transport, Ministry of Agriculture and Environment, and Ministry of the Sea) to work together towards common marine conservation objectives, with complimentary BD benefits. The engagement of robust private sector partners will anchor the market-based and value chain elements.

257. The project will generate and adapt improved conservation technologies, including an innovative approach to fisheries management within and near MPA's and integration of marine conservation practices within a national level marine development strategy. This will be done through an innovative community-based approach, designed to address past challenges related to disconnect between "good policy" and "poor implementation". Innovative institutional arrangements will include multi-agency and funding program platforms. The project will work to improve marine ecosystem management in a more unified way to deliver cumulative impact. This will be a "first" strategic convergence within the marine sector, to achieve globally significant biodiversity benefits, while simultaneously improving the sustainability of fisheries upon which rural livelihoods and food security depends.

2.8 Sustainability

258. The project aims to achieve sustainability at all levels. The project is designed to remove the key barriers to threats to globally significant marine biodiversity. Improvements will rely on conserving biodiversity and natural ecological functionality. The persistence of these improvements will be enhanced through a hand-over strategy to be carried out as a phased transition that will be completed well prior to project close and endorsed by the project's steering committee.

259. This includes, making certain that more vulnerable groups of society, such as women and the rural poor, benefit directly from project activities. The project will help rural communities work in a more cooperative manner, to understand and identify environmental issues that might cause social instability. For instance, unsustainable harvest of marine resources and climate change both increase economic risks and decrease social cohesion. By working to improve the conservation of at-risk marine environments, the project will be promoting social sustainability. This will also be improved by creating opportunities for stakeholder engagement and discussion, such as capacity building functions.

260. The project, at all levels, is designed to set in place not, only mechanisms to support the sustainability of capacities developed, but to continue to improve those capacities. This is particularly the case in terms of the improving management, monitoring programs and marine conservation initiatives. Each of these activities and all others are designed to grow, evolve and improve over time, while building and supporting capacities within the private and public sector.

261. Institutional sustainability will be integral to project's success. One of the fundamental aspects of this project's design is that it will positively affect institutions at all levels. Direct capacity-building will take place through training programs, designed to be launched during project implementation and carried forward post-project by strengthened institutions. Indirect capacity-building will result from implementation of various project activities. Much of the project's efforts are focused on providing institutions with the tools required for long-term institutional integrity and coordinated efforts. The project is designed to respond to stakeholders' informed priorities, including those of governmental agencies.

262. The governance system in Cabo Verde is mature enough to take ownership of the strategies and frameworks to be developed by the project and guarantee their post-project sustainability. Government agencies are staffed with well trained professionals, who readily embrace sustainability considerations. The Government is eager to use this project to move beyond the baseline, to design and implement a more efficient and effective program to deliver national and global environmental benefits. Government's aim for this project is to improve environmental sustainability on all fronts.

263. The project design benefited from the inputs of numerous national experts, government staff and private stakeholders. Each of these parties had a hand in helping to define the types of technology that the project will support and introduce. This applies to sophisticated technologies, such as improved MPA conservation, coupled with informed decision making and management of the larger marine ecosystem that integrates fundamental conservation measures. Each technology has been scaled to match the technical and financial capacities of the participating stakeholder group.

264. The project, in its entirety, is designed to promote environmental sustainability. The project will result in both on-the-ground improvements, that will be carried forward, as well as policy improvements. This will have positive ramifications in terms of, not only marine conservation, but also build climate change resilience

at the social and ecological levels. All project activity is directed towards achieving improvements in ecosystem integrity and making certain that these improvements are supported and progress over time. This includes setting in place a comprehensive monitoring system, linked to decision-making frameworks; to make certain environmental sustainability is achieved.

265. Each component, as well as the project in its entirety, will have integrated within it a hand-over plan. This hand-over plan will specify the financial and economic factors required to carry forward project-initiated activities. The Government and other stakeholders have shown a willingness to co-finance the project and a desire to fully absorb and continue identified best practices.

2.9 Potential for Scaling Up

266. Project results will be sustained and amplified. The Government is behind this project. The project provides the catalytic investment required to establish a new pathway for conserving marine ecosystems, where private and public concerns intersect. The target area of Santa Luzia is just a small sampling of the potential area requiring similar interventions. Because the project utilizes primarily existing institutions, the process of upscale will be greatly simplified. To facilitate upscale, the project has integrated several tools. This includes specific strategies for handover, strong attention to the details required to build and sustain capacity and focusing upon reorienting existing funding streams, to provide long-term support for project emplaced success.

267. This project aims to reach a concentrated effort at a level and scale not seen in other projects and programs in Cabo Verde. By catalysing institutional reforms, mainstreaming marine conservation practices within national strategies and platforms, re-orienting financial decision-making to support investment in marine conservation and creating a model for effective MPA management, the project is designed to reflect national, state and local priorities, making the project highly relevant at multiple scales for numerous stakeholders, particularly vulnerable groups. Each of these factors will help Cabo Verde, not only conserve those specific areas targeted by the project, but also apply these practices to other marine areas where similar improvements to the conservation of globally significant marine biodiversity are desperately required.

2.10 Incorporation of Lessons Learned

268. There is a large body of international work and experience focused upon the conservation of marine ecosystems. The project design drew from this knowledge base and incorporated it within the project's framework. For instance, Component One has a specific capacity building effort that revolves around providing opportunities for national policy and management decision-makers, to learn directly from principals of global initiatives. Knowledge learned will then be reflected in outputs and mainstreaming into Cabo Verde's development planning, policies and improved management approaches for MPA's. This includes examples such as the IUCN "Large-Scale Marine Protected Areas: Guidelines for Design and Management" (2017) and innovative approaches from organizations such as Rare/FishForever, that are geared toward improvement of community-based and artisanal fishing interests, to contribute to the achievement of globally significant biodiversity conservation.

269. On the national level, the project designers worked with both on-going and recently completed initiatives, to learn from their experiences. This includes the GEF "Tourism and Biodiversity" project, as well as the PROACV project. These programs shows that it is critically important to assist the Government to generate realistic approaches to marine conservation, with clear benchmarks for achievement, time-bound work plans and the inputs of international expertise. These projects also show the importance of linking project design with higher-level government priorities and initiatives such as the Blue Growth Strategy. Importantly, they indicate the need to coordinate and involve multiple players in project implementation. This is a very large challenge in Cabo Verde, where the institutional and regulatory frameworks are often cluttered with mandates spread across the institutional platforms. This is also important due to Cabo Verde's decentralized style of government, where municipalities, along with regionally located representatives of central government agencies, are most often directly responsible for management activities. These programs have also shown the challenges involved with harnessing local private sector support, particularly that of artisanal fishing interests, without first setting in place firm regulatory and management protocols to clarify conservation priorities.

270. One of the most successful conservation campaigns in Cabo Verde is the conservation of sea turtles. Approximately twenty years ago, sea turtles were targeted by commercial fishing interests and frequently found in local markets. All stakeholders now report that sea turtles are actively and effectively conserved. This

was due to several factors, all of which are integrated as lessons within this project's design. First of all, the effort involved several players, representing each of the key stakeholder entities: fisheries, DNA, private interests and NGO's. Secondly, these entities came together to pass clear national regulatory reforms, that made sea turtle harvest illegal and provided high enough penalties to serve as a disincentive for continued "bad" behaviour. Third, these regulations were widely published and advertised. All stakeholders were aware of the regulations and the consequences of breaking these regulations. Fourth, the various government entities required to support the regulations took this effort seriously and moved forward with enforcement. Fifth, enforcement was cost effective and relatively straight-forward. Turtles were captured at remote sea and land locations, but they were sold in local markets, where sale and catch of turtles could easily be identified and enforcement action taken. Challenges persist, of course. Nesting areas continue to be under threat from activities, such as four-wheelers being used at beach resorts. Turtles continue to be captured as by-catch. However, overall, each of the elements outlined contributed to the successful reversal of sea turtle loss.

271. Another lesson incorporated within this project design, is the need for comprehensive approaches. Past efforts have struggled because they have not considered the marine ecosystem in its entirety and/or as a connected system. For instance, although artisanal fishing interests may lower their catch rates and/or become more 'sustainable' through activities promoted by projects such as PROA-CV, the loopholes in the regulatory framework continue to allow unsustainable fish harvest in the EEZ by industrial fishing vessels, unsustainable harvest within 3 miles of the coast line by semi-industrial vessels and even "bait-fishing" by industrial vessels within the 3-mile coastal area. Simply attempting to solve one issue without comprehensively addressing the threats across the marine seascape allows for "leakage" and continued depletion of resources.

272. Project design must have both clear impact indicators. However, these impact indicators must be accompanied by a time-bound and strategic implementation approach, embedded within the project's outcomes and outputs. Project managers and implementation monitors must be capable of looking at the project document, reviewing the intended outcomes/outputs and see that progress should be made on delivery of these outputs by a target date within the project cycle. If managers are not delivering these outputs on time, this will allow monitors, project steering committee members and others to question why these deliverables are not being made and provide opportunities for redress prior to the project advancing and resources and time evaporating without delivery.

273. This need for benchmarks and associated deliverables should reflect be scaled to local realities. For instance, the institutional framework of Cabo Verde is evolving and highly complicated. This is particularly the case in the marine environment, where over a dozen government institutions are involved along with entrenched private interests. With so many players required to be aligned, in order to move conservation efforts forward, the project design must be cognizant of this reality, with adequate time and financial resources allocated to bring forward project outputs.

2.11 Knowledge Management

274. This project includes a dedicated component on M&E and knowledge management. It has also been informed by numerous other related initiatives and will coordinate with these as already described, especially given that this is inherent in the cross-sector nature of the project. The socio-economic and environmental/ecological impacts of the project's interventions in the targeted regions and project sites will be regularly monitored, following the M&E framework to be developed during the project preparation stage. The project will integrate important work on M&E/KM to reflect the innovation and complexity of this cross-sector undertaking and the need to constantly monitor the project's activities in relation to its goals and react through careful adaptive management.

275. The project will allow a better understanding of environmental M&E best practices; a common, standardized language and approach for monitoring and evaluating interventions across the sectors, concerned with marine spatial planning and PA management; enhanced M&E practices – in terms of M&E methodology and tools, with improved quality, frequency and application of findings; clarity in relation to the roles and responsibilities of all agencies who are directly or indirectly involved in M&E activities and the means to aggregate that data in a systematic way; and for sustainability a proposed mechanism for greater integration of M&E practices within planning, budgeting, delivery, policy development, oversight, reporting and governance-related processes. Results and case studies or stories from project activities that could facilitate the design and implementation of similar interventions will be codified and disseminated nationally and regionally through existing information sharing networks and forums.

276. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and any other network that could be beneficial to the project implementation in terms of teachings. Equally, mutual exchange of information will be maintained between this project and other projects of a similar focus. The project will also i) prepare a critical review of relevant past work on biodiversity management (through protected areas, sector mainstreaming, research, etc.) in Cabo Verde to help address the poor transmission of information between projects and enhance cross-project learning at various levels and foster replication; ii) create a biodiversity Clearing House Mechanism and populate it to international standard, as a publicly accessible repository for relevant information; and iii) organise regular (e.g. quarterly) dissemination and training events on marine biodiversity management, convened by DNA and MM, for relevant project and government staff from key sectors (e.g. those leading and involved in the Blue Growth Strategy) on past, ongoing and proposed work in Cabo Verde.

2.12 Issues of Gender, Equality and Empowering Women

277. UNDP and the Government, at all levels, are dedicated to making certain issues of gender are fully incorporated within project conceptualization, design and implementation. The Government and UNDP are both fully dedicated to improving the status of women. This includes a fundamental dedication to making certain issues of gender are fully incorporated within project conceptualization, design and implementation. The project integrates gender related issues consistently, throughout the proposed approach.

278. A gender analysis and a gender action plan are included in the annex. Project preparation ensured that gender consideration is an integral part of the proposed project strategy. This included recruitment of a gender specialist, to assess and develop a gender mainstreaming plan. This Plan of Action addresses the importance that UNDP-GEF attaches to women's empowerment and gender equality. The objective is to implement the project activities from a gender perspective and, above all, to result in benefits for the environment, as well as for gender equality and the empowerment of women.

279. During the project inception, the mandatory UNDP gender marking will be applied. Each project in UNDP's ATLAS system is rated for gender relevance. Gender marking implies the production of the following data by the project's year 2 and by its end: i) Number of full-time project staff that are women/men; ii) Number of Project Board members that are women/men; iii) Number of jobs created by the project that are held by women/men. In order to ensure equality, these criteria were integrated into the project planning.

280. The country has made a lot of progress. The CEDAW, the Cairo Programme of Action, the Beijing Platform for Action and the Maputo Protocol are regularly followed, allowing the country to assess progress on gender equality. As regards the political participation of women progress remains modest. Only 23 per cent of deputies in National Assembly are women while at the municipal level women occupy about one fifth of elected positions. Although the percentage of women at community base associations is significant, their participation at decision making bodies is weak. Decisions at community level development planning are often made without taking into consideration their specific needs. In 2012, only 11% of surveyed community-based associations were chaired by women.

281. In Cabo Verde, women hold positions of authority, throughout the Government system and women's presence in state institutions, is increasing. Many technical positions are held by women. For instance, the head of the Santa Luzia protected area is female. Key decision-makers within the Ministry of Finance are female. Several of the primary stakeholders with both MM and DNA are female.

282. Gender-based disparities are acute, given the proportion of female-headed households. In 2010, 48% of households were headed by women and 56% of poor families were headed by women. Gender-based violence is a significant and increasing concern. Illiteracy is higher among women than men, with disparities more visible in rural areas. The unemployment rate is higher in men than women. However, the percentage of women in the informal sector is high at about 59%.

283. Although often in charge of many economic decisions, women and particularly women headed households, often lack equitable access to decision-making, empowerment and capacity building opportunities. Rural women, including artisanal fishing families, are not equitably represented in the institutions and processes of knowledge generation and dissemination.

284. Women too often have lower levels of literacy/education, poor health and nutritional levels. They have few options for gainful employment and few options of livelihood. The responsibility and work load on rural women in Cabo Verde often increase, due to seasonal large scale out-migration of men. Although women face

many challenges, there are not commensurate, meaningful and directed investments in improving their quality of life. There are very few development services, particularly those concerned primarily with conservation, that are organized around women's needs.

285. The project will work to address these issues. This project is designed and will be implemented with gender related issues consistently embedded and reflected throughout the proposed approach. This will include, but not be limited to, following steps.

- All project associated policies, programs and schemes will formally recognize and embed objectives related to improving the quality of life for women. This includes all activities related to each of the outputs. All strategies and other policy improvements under will formally recognize gender-based objectives.
- Data collection and monitoring programs will include gender analysis. This will be modelled through relevant project monitoring that disaggregates indicators based upon gender. These indicators will make certain positive project impacts and benefits accrue to women and women headed households. This will include creation of gender objectives, collection of gender disaggregated data and analysis of gender issues in reporting and monitoring materials.
- Communications and knowledge management tools will have gender specific materials and sections. The project will use knowledge management tools to facilitate the development of networks of women contributing to project objectives. The project will support this through a network of female cohorts established through extension and community services.
- The guidelines for establishment and operations will require minimum female representation. The project will be implemented to make certain Government mandates female membership and that this is meaningfully implemented.
- Ground-level interventions will be designed with gender specific functions and cohorts. These will serve as a tool to make certain women are full participants in developed strategies and investments. As noted, this will include establishment of gender specific capacity building and female cohorts.
- A set of training and awareness programs will be tailored specifically for women's needs, as defined and supported by women. This will likely include enhanced income of women; participation in higher links of value chains; and, identification of gender specific activity improvements. This will be augmented by funding and support for women exclusive initiatives.

III. RESULTS AND PARTNERSHIPS

3.1 Expected Results

Component 1: National frameworks for maritime sector planning and threat management operationalized

Output 1.1: Capacity building program for marine resource decision-makers implemented

286. The project will sponsor a series of workshops and seminars designed specifically to improve high-level policy decision-making. Participation will be limited to ensure the workshops results are directed towards for high-level, policy making representatives of key institutional partners.

Table 20 – Workshops and Seminars Participants

Participants	
Organization	**Representative**
Ministry of Maritime Economy	Director of POG
	President of AZEEM
	Director of NDPA
	President of EMar
	General Inspector for Fisheries
	President of IMP and Ports Captain
	Presidente of IMar
Ministry of Agriculture, Food and Environment	Director of POG
	National Director of DNA
	Direct of Protected Areas
	Manager of Santa Luzia Protected Area
Ministry of Tourism and Transport	Director of POG
Ministry of Finance	
	Director of POG
Ministry of Defence	Commandant of Coast Guard Operations
	Director of COSMAR
Ministry of Infrastructure, Spatial Planning and Housing	Director of National Institute of Territorial Management
National Environment Fund	CEO
Tourism Fund	CEO
Biosfera	CEO/President
Lantuna	CEO/President
Bios-CV	CEO/President
Natura2000	CEO/President
Projeto Biodiversidade	CEO/President
Projeto Vito	CEO/President

287. The project will sponsor the support of an elite international expert associated with a globally recognized marine conservation institution. Each international expert will be retained for one-week. During the first four days, the expert will meet one-on-one with each of the institutional stakeholders and relevant staff. MM will host with project facilitation an intensive single-day institutional partner capacity building and discussion workshop at the end of each week's visit. The retained global expert will be responsible for providing a half-day presentation, covering the desired topic area, integrating findings and recommendations relevant to Cabo Verde. This will be followed by a half-day of dialog/discussion with institutional decision-makers and the expert, again facilitated by the project's technical staff.

288. Each visit and associated dialog session/workshop will serve as an opportunity for key decisions makers to gain exposure to best international principles and practices related to the subject area. The workshops will stimulate information exchange and dialog between institutional partners, regarding how to best incorporate lessons learned within Cabo Verde's policy and implementation frameworks. The workshops will provide Cabo Verde experts with unique opportunities to interact with recognized globally leaders in marine

conservation. This will be used as a mechanism to facilitate south-south cooperation and build partnerships between Cabo Verde experts and institutions and global leaders in marine conservation.

Table 21 - Workshops and Seminars Topics

#	Example Topic Area	Indicative Lead Organization
1	Marine ecosystem management best international practices	Global Oceans Forum
2	Fisheries monitoring for marine ecosystem conservation	Woods Hole Oceanographic Institute (WHOI)
3	Managing EEZ fisheries for conservation results	ICCAT
4	Cost-effective marine surveys and monitoring	Cousteau Society
5	IAS management and IMO Conventions	International Maritime Organization
6	Conservation of large marine ecosystems	Bay of Bengal Large Marine Ecosystem project
7	Marine spatial planning	UNESCO/ICO
8	Marine protected area management best practices	Mediterranean Marine Protected Areas Network
9	Community-managed marine areas	Locally-Managed Marine Area Network
10	Artisanal fishing management tools and practices	Rare/FishForever
11	Billfish conservation and monitoring	International Game Fish Association
12	Gender, value chains, and sustainable fisheries	Asian Fisheries Society – Genderaquafish.org
13	Coral reef conservation and MPA's	International Coral Reef Initiative (ICRI)

289. The project will support at least 10 topical workshops. These will be executed each June and November throughout the five-year project period. The workshops will be accompanied by a summary report, to be developed by the international expert, with support from the project's technical team. The reports will be distributed to each of the participating Cabo Verde institutions.

Output 1.2: Inter-Agency platform established to coordinate and inform marine environment management decision-making

290. The project will establish an interagency platform to help make marine conservation more coherent. During the five-years of project implementation, the platform will benefit from the technical support of project emplaced staff. The project's technical staff will have a solid understanding of best international principles and practices related to the conservation and management of marine environments, with particular skills associated with the conservation of globally significant biodiversity. The project's technical staff will make certain that the platform is operationalized and that required deliverables are completed in a timely manner. The project's technical staff will assist to build the capacity of platform members. The inter-agency platform will formally convene six-times a year during project implementation.

Table 22 – Interagency Platform Members

Organization	Representative
Ministry of Maritime Economy	DNPA
	EMar
	IGP
	IMP
	IMar
Ministry of Agriculture, Food and Environment	DNA national office
	Santa Luzia Protected Area
Ministry of Tourism and Transport	MTT
Ministry of Finance	Director of POG
Ministry of Defence	Coast Guard Commandant
	COSMAR Director
Ministry of Infrastructure, Spatial Planning and Housing	National Institute of Territorial Management
Ministry of Internal administration	Maritime Policy Commandant
National Association of Cabo Verde Municipalities	Member
Fisheries Council	Member
National Environment Fund	Member
Tourism Fund	Member
Associação Armadores de Pesca de Cabo Verde	Member
Centros Técnicos e Social	Member

Biosfera	Member
Mindelo University	Member
Lantuna	Member
Bios-CV	Member
Natura2000	Member
Projeto Biodiversidade	Member
Projeto Vito	Member

291. The inter-agency platform, along with the project's technical staff, will be tasked with generating the component deliverables. A time-bound work-plan and schedule, terms of reference and assigned tasks, with lead agencies for each deliverable, will be created during the project inception period.

292. At least two platform meetings will occur each year. These will be hosted by MM and facilitated by the project's technical staff. A total of at least 10 platform meetings will occur during the project's implementation period.

Output 1.3: Formal regulatory and policy assessment and recommendations delivered

293. The platform hosted by MM will be tasked with providing insights and guidance, regarding urgently needed regulatory and policy reforms for conservation of the marine environment. The objective will be to offer the Government regulatory and policy improvement recommendations, regarding how to best revise existing policies and/or adopt new policies, designed to improve the management and conservation effectiveness of marine protected areas, alleviation of IUU, control of IAS and other urgent issues.

294. The assessment will emphasize addressing the barriers identified during project design. Recommendations will address such issues as improvement of access management rights for MPA's, closing existing loop-holes, regarding baitfish harvest, accession to IAS relevant protocols, waste management and marine pollution, improvement of EEZ management and associated agreements, regulation and oversight of semi-industrial and artisanal fishing and detailing agency mandates regarding marine species management and conservation. Recommendations will address how to improve the efficiency and effectiveness of marine environment management, in order to conserve globally significant biodiversity. The recommendations will consider nation-wide marine certification of fisheries products (MSC), looking inter alia at acceptability and market opportunities. The recommendations will provide more coherent policies regarding the identification and conservation of coastal areas of highest ecological concern and the mitigation of potential tourism development impacts. The recommendations will also address issues related to MPA and their role, in both conservation and sustainable development.

295. The assessment and policy recommendations will cover and address financing issues and opportunities. This will include investigating opportunities, to expand the scope of revenues generated under existing mechanisms, such as the National Environment Fund, to specifically target marine conservation. The recommendations identify opportunities to increase funding sources, including generating fees from fishing and other resource use directly, towards re-investment in conservation practices, designed to enhance sustainable fisheries management.

296. A key element of this effort will be to seek out ways to better align institutional frameworks and mandates, to become more efficient and effective at conserving globally significant marine biodiversity. This will include referencing the important of decentralized management and the role of municipalities. The regulatory framework recommendations will address improved research and monitoring, targeting the conservation of globally significant marine biodiversity.

297. To assist platform members to build capacity to better understand fisheries use and impacts across Cabo Verde's marine environment, they will benefit from weekly fishing reports generated through a variety of existing sources. The reports will be generated by MM, with facilitation by the project's technical staff. This will include a weekly status report from COSMAR, detailing fishing vessel activity. This report will provide platform members with the vessel number, fishing locations and times and other relevant information required to assist agencies to better understand the extent of fisheries activities within Cabo Verdean waters. The report will be distributed electronically to each platform member.

298. The first regulatory and policy assessment and associated recommendations will be finalized and formally presented to Government, for review and adoption prior, to the close of Project Year 2. Based upon results and actions, a second follow-up assessment and associated recommendations will be completed and

formally presented to Government prior to the close of Project Year 4. This follow-up assessment will detail progress made by the Government in terms of formally adopting and operationalizing proposed improvements.

Output 1.4: Marine conservation concerns mainstreamed within the Blue Growth Strategy and associated investment plans

299. The interagency platform will serve as a conduit for assuring that marine conservation concerns, and particularly the conservation of globally significant biodiversity, are fully integrated and reflected within the emerging Blue Growth Policy and associated investment plans. Again, this effort will be facilitated by the project's technical team, including provision of technical advice and inputs regarding best international principles and practices. The platform will develop recommendations for mainstreaming conservation of globally significant biodiversity conservation concerns within the Blue Growth Strategy and associated investment plans. This will commence with generating a brief 5 – 10-page summary of recommendations and concerns. This summary will be used as a reference for Government agencies and others tasked with generating the final Blue Growth strategy. The platform will make certain that the Strategy adequately addresses biodiversity conservation concerns.

300. The platforms initial set of recommendations will be completed by the end of Project Year 1. During Project Year 2, the platform, with the support of the project's technical team, will be provided with an opportunity to present and discuss these findings with the FAO team and others responsible for generating the Blue Growth Strategy. Finally, when the Blue Growth Strategy is at an advanced draft stage, the platform will be afforded an opportunity to review the strategy and provide necessary comments and recommendations to be certain concepts and concerns delivered are adequately represented.

Output 1.5: National status of marine resources annual summary reports completed

301. The project will assist the platform to generate an annual national report documenting the status and use of the nation's marine resources. The report will be sponsored by MM with the support of DNA. The generation of an annual report will help to address the barriers related to institutional coordination, help identify regulatory and institutional framework gaps and assist with the prioritization of government, donor and NGO investments. The process of report generation will help to coordinate the efforts of currently fragmented institutional activities.

302. The reports will be data driven and will highlight knowledge capacity gaps related to marine conservation. Information for the reports will be drawn from a variety of sources, including NGO's, MPA's, MEM, DNA and academia.

303. The report will provide recommendations for management targets and report on progress made with the conservation of globally significant species and associated marine habitats. This report will summarize marine conservation activities implemented by government agencies, donor supported efforts, MPA updates and NGO's. The report will provide details regarding on on-going marine conservation research programs supported by academia. The effort of generating the report will assist to identify research and knowledge building priorities. Each annual report will provide updates regarding the status of fisheries, key indicator species (e.g., billfish, turtles, sharks, whales) and marine habitats (e.g., coral). The report will specifically highlight conservation actions being taken and conservation actions recommended for each of these species.

304. The annual report will tabulate information regarding fisheries use, management, research and the regulation of IUU. This will include a summary of all fishing activity and reporting/suspected violations. The report will summarize fish harvests by artisanal, semi-industrial and EEZ fishing vessels. This will include information from dock surveys, surveillance, catch records and other information generated annually by MEM, DNA, Coast Guard and associated agencies. The report will detail revenue generated by the fishing industry and track how this revenue has been applied to support improvements to fisheries management.

305. To assist platform members to build capacity to better understand fisheries use and impacts across Cabo Verde's marine environment, they will benefit from weekly fishing reports, generated through a variety of existing sources. The reports will be generated by MM, facilitated by the project's technical staff. This will include a weekly status report from COSMAR, detailing fishing vessel activity. This report will provide platform members with the vessel number, fishing locations and times and other relevant information required to assist agencies better understand the extent of fisheries activities within Cabo Verdean waters. The results of dockside surveys and other monitoring activity by MM agencies will be included in the weekly update. The

report will be distributed electronically to each platform member. These reports will generate a baseline of data to inform the annual summary report.

306. The report will summarize coastal zone developments and, particularly tourism development, along with associated negative and positive ecological impacts. The annual report will detail advances in the maritime shipping industry and efforts related to improved marine conservation.

307. The report will specifically be designed to assist the Ministry of Finance and managers of both the Tourism Fund and Environment Fund to understand how their planning and investment portfolios can best be aligned to support the conservation of globally significant biodiversity. The report will detail budgeting and expenditures while highlighting short-falls. This will include a Biodiversity Expenditure Review (BER) focused upon conserving marine ecosystems and associated biodiversity values. Importantly, the annual report will flag conservation issues that should be urgently considered by policy makers. This includes information that may be reflected in national budgeting and planning considerations and priorities.

308. An important target audience for the annual status report will be given to municipalities to help build their knowledge and understanding regarding the status and conservation priorities of the nation's marine resources. This will also assist municipalities to be more targeted in their financing and budgeting request from both the Ministry of Finance, Tourism Fund and Environment Fund. This will help to ensure that municipality requests are aligned with the delivery of national globally significant biodiversity conservation targets.

309. A total of four annual "Status of National Marine Resources" reports will be delivered during the project period. Each annual report will be designed as a summary of no more than 30 pages total length. The first annual status report will be delivered with project support by the close of Project Year 2. Three additional reports will be generated during Project Years 3 – 5. Each report will be accompanied by a roll-out presentation that will include members of the media. By project close, the MM should be fully capacitated to carry this effort forward independently.

Output 1.6: GIS-based Integrated Marine Spatial Planning (IMSP) platform established

310. Based upon the recommendations of the marine conservation strategy developed under this component, the project will assist the MM and DNA to generate a GIS-based marine spatial planning platform. The planning platform will be linked to the MPA demarcation efforts implemented under Component 2. The Integrated Marine Spatial Plan (IMSP) will be emplaced electronically, with platforms established within the existing technologies of the MM-IMP and Coast Guard COSMAR. The spatial plan will assist these agencies with the identification and monitoring of MPA's, shipping lanes and fisheries use zones. The IMSP will help to inform efforts under the Blue Growth initiative.

311. The spatial plan will be completed prior to the completion of Project Year 3. This will allow for the project to assist with initial monitoring and reporting based upon the completed IMSP.

Output 1.7: Implementation of IMO convention covering IAS

312. The project will assist the Government and specifically MM to implement the International Maritime Organization's Ballast Water Convention[31]. The objective of this effort will be to eliminate one of the highest risk factors for the introduction of invasive and alien species to Cabo Verde's marine environment. This is important as the country pursues a Blue Growth Strategy and accompanying increases to maritime traffic. Assistance will include providing the technical support required to implement necessary regulatory and implementation frameworks for IAS management. The effort will involve assisting MM to assess IAS pathways and vectors. The project staff will assist MM with interactions and negotiations with IMO to make certain all preparatory work is properly completed.

313. All preparatory work for this effort will be completed prior to the close of Project Year 3. By project close, Cabo Verde should fully implement IMO endorsement.

<u>Component 2: Capacity for marine biodiversity conservation and sustainable use enhanced</u>

Output 2.1: Effective national regulatory and management framework for MPA system implemented

[31] International Convention for the Control and Management of Ships' Ballast Water and Sediments

314. *Comprehensive MPA Assessment and Monitoring*: The project will provide the DNA and other key institutions with the support required to complete an assessment of the existing MPA network. This will include an identification of critical threats and recommended alleviation approaches. The assessment will also investigate current inadequacies in the system, in terms of coverage required to secure the long-term conservation of globally significant species. A major part of this assessment will be consideration given to the potential influences of climate change and how well the existing MPA system, in terms of resiliency and preparation for climate change impacts. The assessment will provide recommendations regarding management and conservation improvements. The assessment will consider and reflect best international principles and practices.

315. The assessment will pay particular attention to issues concerning fisheries and the harvest of marine resources from within MPA's. This will include looking at models for regulating and sustaining off-take in a manner that promotes conservation, while recognizing the social development needs of fisheries reliant stakeholders. The effort will consider MPAs as part of the larger marine ecosystem, including the benefits MPAs provide to this system (e.g., refugia), as well as the adverse impacts over-harvest and other threats, emanating from the larger marine ecosystem have on MPA integrity.

316. The MPA assessment will be linked with other relevant project activities, including financial reviews, IAS, IUU and mainstreaming/integration with the proposed Blue Growth Strategy and associated investment plans. The assessment will particularly review and provide recommendations regarding how to better coordinate the conservation and management efforts of MM and DNA. The assessment will address issues related to existing management capacity gaps, including the ability of protected area management teams to effectively engage in resource use oversight and biodiversity monitoring. The assessment will provide preliminary recommendations regarding necessary regulatory and management improvements.

317. The initial assessment will be completed before the close of project year one. The assessment will then be used to inform subsequent project activities, including financial needs and better mainstreaming of marine conservation across institutional and planning/policy platforms. An annual assessment and update report will be completed during years 3 – 5 of project implementation period, describing progress made towards assessment recommendations. This will be designed to build the Government's monitoring capacity, as it relates to MPA management and the delivery of global biodiversity conservation values.

318. *National MPA Demarcation*: A major lapse in the current MPA management regime is demarcation. Both private and government stakeholders are generally not aware of MPA boundaries. The project will assist the Government to fully demarcate MPA boundaries. This will include providing these coordinates to relevant stakeholders, including private fishing interests through associations, the Coast Guard and MM. For instance, the existing COSMAR system is designed, in part, to remotely monitor fishing vessel activity. However, the COSMAR system does not reflect MPA boundaries. Without these boundaries – and a commensurate understanding of MPA regulatory and management objectives – the Coast Guard and fisheries technicians assigned to monitor fishing activity are not able to clearly differentiate between fishing activity within and outside of MPA boundaries.

319. The first round of demarcation will be completed by the close of project year one using existing boundaries. This will allow for improved monitoring, reporting and understanding regarding the extent of fisheries and other uses being made within the MPA boundaries. This information will be used to inform both regulatory revisions and management planning and implementation improvements. This information will also be used to inform the Blue Growth Strategy and other development planning efforts, including tourism development. A second round of demarcations and supply of information regarding boundaries and management protocols will be completed prior to the close of project year four, so that improvements may be fully integrated across institutions.

320. *National MPA Regulations: Recommendations and Revisions*: The project will support the drafting and adoption of new regulations specifically targeting marine protected areas. This will include provisions that better harmonize the efforts and mandates of various agencies regarding their responsibilities for supporting MPA management and conservation. This new regulatory framework will specifically address current weaknesses regarding the management of fisheries within protected areas, clarifying the roles and responsibilities of the MM, DNA, Coast Guard and other relevant agencies. Regulatory revisions will present decision-making pathways for how MM, DNA and the Coast Guard will jointly coordinate their efforts. This includes cooperate frameworks and clear mandates regarding how to establish, achieve and monitor marine conservation targets relative to MPAs. The regulatory framework improvements will particularly consider

transboundary impacts to shared marine resources, e.g., fisheries. The framework will specifically consider mechanisms to allow for and regulate multiple uses within MPAs, including tourism, tourism concessions and fishing.

321. The proposed regulatory framework will be drafted prior to the close of project year 3, benefiting from lessons learned from Component 3 activities. Presuming relatively quick action by the Government, the project will then be well situated to assist with the initial implementation of the new regulatory framework during subsequent project years. Having the new regulatory framework in place will serve to inform the Blue Growth Strategy and PED, helping to elevate MPA concerns to be better represented and mainstreamed within development plans.

322. *National MPA Management Planning: Guidelines and Management Plans:* The project will support the generation of comprehensive guidelines for the creation and implementation of MPA management and business plans. The new management planning guidelines will assist PA managers at each of Cabo Verde's 22 MPAs to adopt management planning frameworks that reflect best international principles and practices. The project's technical team will work with protected area managers across Cabo Verde in the creation of these guidelines. This will serve to facilitate capacity building and information exchange.

323. The project will convene a series of multiday training sessions for MPA managers focused upon improving management planning and implementation. The first, conducted during project year one, will provide managers with the basic skills required to enhance management skills. The second, during project year three, will be a follow-up session during project year three to assess manager progress and support continuing education. The third, conducted during project year 5, will be designed to make certain managers have the capacity to fully design and implement effective management plans without external project support. Representatives of MM and the Coast Guard will be invited to participate in these management training sessions. These training programs may be done in conjunction with or separate from similar management training conducted under other outputs.

324. The management planning guidelines will be focused upon establishing conservation targets that specifically address threats to globally significant biodiversity, set-in-place conservation targets for key species and habitats, and establish monitoring and reporting protocols to make certain conservation targets are being met. The guidelines will cover marine protected area specific issues and challenges such as regulation of artisanal, semi-industrial and sports fishing. The guidelines will provide directions and assist managers with identifying options for coordinating management responses with diverse agencies and municipalities, reflecting the current inconsistencies in the regulatory and in situational frameworks. The effort will be coordinated with and reflect lessons created through project activities related to sustainable MPA financing. The guidelines will benefit from lessons learned through on-the-ground management advances at the Santa Luzia protected areas complex.

325. The first draft of the guidelines will be generated prior to the end of project year two. During subsequent project years, the project's technical staff will work with all of the MPA managers to formulate, adopt and operationalize improved management plans based upon the guidance document. By project close, each of the country's 22 MPA's will have revised management plans reflecting guideline recommended improvements.

Output 2.2: Sustainable financing system realized for national MPA system

326. *National MPA Financing Assessment and Strategy:* The project will assist the Government to complete a comprehensive MPA financing strategy. This effort will serve to enhance and update the existing PA System Financing Strategy and Plan that focuses primarily upon terrestrial biodiversity. Efforts supported by the project will include an assessment of current MPA needs and financing gaps, relevant to the achievement of global biodiversity conservation objectives. The assessment will provide a Biodiversity Expenditure Review (BER), to determine financing baselines and identify opportunities to realign budgets and enhance spending effectiveness and efficiency. This review will reference guidance and materials developed under UNDP's Biodiversity Finance Initiative (BIOFIN)[32] . This work will be led by DNA with inputs from MM and other agencies. The project's technical team will provide capacity building and practical support in terms of how best to adapt best principles and practices to the unique context and challenges of Cabo Verde.

327. The assessment will identify potential funding sources, covering both existing funding sources (e.g. Tourism Fund, Environment Fund, and Government budgets) and expanded funding opportunities. Identified

[32] www.biodiversityfinance.net

expanded funding opportunities will likely include: cruise ship disembarkation fees, impact fees related to sustainable fisheries, annual MPA funding from EEZ management and limited tourism concessions associated with MPA's. For instance, a US$ 3 disembarkation fee assessed against cruise liners entering the Port of Mindelo would result in US$ 300,000/year in MPA revenue. This could be aligned with an improvement of the current US$ 315,000/year earmarked by the Environment Fund for PA management that currently is not efficiently and/or effectively utilized by the MPA system.

328. The efforts will result in a vastly improved alignment of MM and MAA budgeting processes with regards to MPA conservation. Once implemented, the strategy will increase of revenue of MPA's while improving cost-effectiveness and efficiencies. In this way, the assessment and implemented strategy will be linked to and informed by related project components, e.g., management planning, results of improved management at Santa Luzia and national strategies.

329. The strategic inputs will establish the framework required for MPA budgeting, to be fully integration within national programs and policies such, as the Blue Growth Strategy. Importantly, the assessment and strategy will assist to build the capacity of the Ministry of Finance to better incorporate and prioritize MPA support in budgeting and planning programs, such as the PED.

330. The assessment and finalized strategy will be completed and formally presented to Government for approval and action, prior to the close of project year two.

331. *National MPA Annual Financing and Conservation Impact Reporting*: The DNA, with the support of the project's technical team, will generate an annual State of the MPA's report, linked with the assessment completed under this component. The report will highlight conservation needs and link these needs to specific budget requests. Importantly, the annual report will detail the results of budget short-falls and how these shortfalls result in the potential loss of marine ecosystem services that are vital to sustaining Cabo Verdes Green Growth aspirations. This report will be used by the Ministry of Agriculture and Environment's Director of General of Planning and Budget Management (DGPOG) to help validate annual budget reviews presented to the Government and the Ministry of Financing. This effort will also help to inform the Blue Growth Strategy and associated development aspirations.

332. The project will support the completion of at least 4 such annual financial monitoring and need assessment reports, one each during project years 2 – 5. These reports will be submitted in a format suitable for review and approval by the Ministry of Finance.

333. *Strengthened Financial Management of Individual MPA's*: The project will work with MPA managers and DNA to strengthen the cost-effectiveness and efficiency of MPA management. This will include assisting managers with linking accounting and expenditures with the achievement of global biodiversity conservation objectives. A key element of this support will be to work with the DNA and others to improve their ability to demonstrate the need for maintaining and/or increasing government financing for MPA management. Capacity will be emplaced for the MPA system, and the general PA system, to establish a comprehensive financing database linked to the delivery of conservation targets, particularly in terms of globally significant biodiversity.

334. The project will convene at a series of multiday training sessions for MPA managers, focused upon improving financial planning and implementation. The first, conducted during project year one, will provide managers with the basic skills required to enhance financial management skills. The second, during project year three, will be a follow-up session during project year three to assess manager progress and support continuing education. The third, conducted during project year 5, will be designed to make certain managers have the capacity to fully design and implement effective financial plans and maintain sustainable funding without external project support. Representatives of both MM and MF will be invited to participate in these financial management training sessions. This will be important to make certain key agencies gain a better fundamental understanding of MPA financing and how this links to important fisheries management and Blue Economy sectors. These training programs may be done in conjunction with, or separate from, similar management training conducted under other outputs.

335. By project close, each of the country's MPAs will show an average increase of at least 50% in annual funding levels, linked directly to the delivery of global environmental benefits.

<u>Component 3: Marine biodiversity effectively conserved in Santa Luzia-Branco-Raso NR</u>

Output 3.1: Effective MPA management operational

336. *Effective management planning:* The project will assist the Santa Luzia MPA to generate a strategic management plan, designed specifically to address threats to the conservation of the protected areas marine ecosystems. This will include clearly identifying the MPA's mission and priorities; establishing zones for conservation and multiple use; and fully assessing biodiversity resources and threats. The management plan will pay particular attention to issues of multiple jurisdictions and mandates and provide clear guidance for how to align these activities, to result in desired conservation objectives. The management plan will outline issues related to staff, capacity, financing and equipment needs. The plan will review objectives in terms of tourism development use. This will include the identification of indicator species and habitats (e.g., coral) that will assist the MPA management team to understand the effectiveness of their management approaches. This will be supplemented by programs for monitoring of these species and habitats, including annual reporting regarding progress gained or lost. The management plan will be done in such a way as to generate information and knowledge to be mainstreamed within higher level policies, such as the Blue Growth Strategy.

337. The initial management plan revisions pertinent to the MPA will be completed prior to the close of project year one. The management plan progress will be reported upon annually during project implementation, with necessary adaptations and improvements made annually. By project close, the management plan should be fully operational and sustainably financed, to delivery global biodiversity conservation objectives.

338. *Demarcation of MPA*: The project will assist the MPA to finalize demarcation of marine boundaries. This will include the elucidation of resource use zones, including both permanent and temporary areas of refugia. This demarcation will be linked to Output 1 activities. The demarcation and targeted uses will be incorporated within the improved management plan. The demarcation will be provided in an electronic form to COSMAR and MM/IMP, to update and improve their remote monitoring programs. This will assist the MPA in monitoring resource use and other vessel activity within the MPA.

339. The MPA will be completely demarcated with use zones identified, prior to the close of project year two. This will allow for on-going monitoring and implementation support through the remainder of the project implementation period.

340. *Sustainable MPA funding strategy*: The project will support the MPA to design and implement a strategy for sustainable financing. This will include improving the cost-effectiveness and targeting of existing funding, which is currently quite low. The project will support the identification of new and expanded sources of funding. The project will assist the MPA to generate fees from resource use, including fisheries and concession fees, as detailed within this component. The financing strategy will be broad enough to incorporate the financial resources of outside agencies, including MM and the Coast Guard, to help ensure that these organizations are adequately budgeted with commensurate mandates to provide support for the achievement of MPA conservation objectives. Part of this sustainable financing strategy approach will include identification of the financial and social value of the ecosystem services provided by the MPA. This will help to inform higher level decision making, including budget allocations from national government sources, such as the Environment Fund and PED.

341. The sustainable funding strategy will be completed prior to the close of project year two. The strategy will be implemented and monitored throughout the project period. The strategy will be reviewed and improved with lessons learned incorporated, prior to the close of project year 4. Adequate funding will be secured to implement the MPA management plan, including additional staffing, equipment and operational costs.

342. *Staffing*: Currently the Santa Luzia MPA does not have staff with strong technical capacities to support marine conservation initiatives. The project will support the MPA to fill this capacity gap. This will include providing support to generate terms of reference, identify potential staff, generate required financing and building staff capacity, to effectively manage and monitor marine resources within the MPA. The staff hired by MPA will work directly with the project technical team. This will build staff capacity and increase the effectiveness of project emplaced conservation improvements. The new MPA staff will be tasked with assisting with the design and implementation of marine conservation initiatives that support delivery of global biodiversity conservation targets. This will include monitoring and management of fisheries and conservation of important habitats, such as coral communities. They will be expected to work closely with MM, Coast Guard, private fishing interests and other concerned stakeholders, to be certain inter-agency coordination is secured.

343. By project year two, at least two new marine conservation specialists will be hired by the MPA. Prior to project close, these staff persons will have the full capacity to independently and effectively implement innovative marine conservation initiatives.

344. *Tourism Planning and Concession*: The project will assist the MPA to design a sustainable tourism plan. This will include outlining a potential concession system that draws upon international examples of low-impact, low-volume, high-value tourism, designed to limit the foot-print of tourism on the MPA's marine and terrestrial resources, while maximizing income. For instance, the entire US$ 50,000/year of estimated management costs could be covered by a single annual tourism concession, that allows only 10 guests per week for three-night stays at a charge of US$ 100/guest. The project will support the MPA to implement their sustainable tourism objectives. This will include, as necessary, the completion of a competitive concession agreement, with a fully vetted and professional operator(s).

345. A final decision regarding tourism concession(s) will be made prior to the close of project year two. The concession system will be operational, monitored and providing revenue streams throughout the remainder of the project's duration.

Output 3.2: Sustainable fisheries management implemented

346. *Sustainable Fisheries Management Strategy*: The project will support the MPA to design a sustainable fisheries management strategy. This will include pathways for regulating, monitoring and enforcing comprehensive fishing regulations for the MPA. The strategy will cover legal commercial (e.g., artisanal and semi-industrial fleet) and illegal commercial fishing activities (e.g., scuba/spear diving). The strategy will address gaps in monitoring of fishing activity, including recording and monitoring of catch, fishing methods, target species, valuation and other relevant factors. As possible, the strategy will consider the impacts of fishing activity outside the protected area, upon fish resources within the protected area. For instance, the impacts of over-harvest in areas proximate to São Vicente and across the greater EEZ. The strategy will benefit from inputs from artisanal, semi-industrial and illegal scuba/spear fishing stakeholders. The strategy will also benefit from the inputs of the sport fishing industry. The strategy design will be completed with the full support and inputs from relevant government agencies, including MM and the Coast Guard. The municipality of São Vicente and São Nicolau will be fully considered.

347. The strategy will be completed prior to the close of the project's first year. This will allow the project to provide target support for implementation during project years 4 – 5. The strategy will be revised and adapted as required prior to project close. The MPA management, with project support, will provide an annual report regarding the implementation progress and results, including providing information regarding the benefits to globally significant species and ecosystems.

348. *Commercial Fishing Access and Use Policy*: The project will assist the MPA to establish and implement a coherent policy regarding fisheries management and use within the MPA. The specifics of this policy will be fully addressed within the envisioned strategy. However, at a minimum, the policy will identify sustainable limits and targets for fishing activity within the MPA. This will include setting a cap on the total number of semi-industrial and artisanal vessels that may utilize the MPA resources at any given time. The strategy will detail catch limits, reporting requirements and enforcement mandates. This will be linked to the project's support for management planning and the establishment of conservation targets for globally significant marine biodiversity.

349. An important element of this policy will be a requirement that all fishing vessels utilizing the MPA be given permission prior to entering the MPA for purposes of fish harvest. This will include an awareness program, making certain that all vessels are aware of the fishing policies and adhere to the policy. It is envisioned that the policy will have a self-reporting mechanism. This will likely involve the use of cell phone technology, where fishing interests must communicate with the MPA prior to accessing the area. In addition, the same technology will be used so that fishing vessels in the MPA are incentivized to report IUU activity. The policy will consider specifically forbidding any semi-commercial fleet vessel from entering the 3-mile coastal zone of the MPA for fishing purposes. This will close the existing "bait fishing" loophole. Participation in commercial fishing within the MPA and associated access will be merit based. The project will also assist the MPA managers, MM, Coast Guard and others to devise strategies for fishing vessels to assist with monitoring fishing behaviour.

350. The policy will consider applying a fee structure for all fishing vessels entering the MPA, including both artisanal and semi-industrial vessels. This will be established according to limits determined during the development of the fisheries strategy. Payment of the fee will likely be annual, similar to the licensing fee now required by the MM, for all national fishing vessels. The MPA fee will be accompanied by an additional vessel number that must be displayed on each vessel that enters the MPA for purposes of commercial fishing. The

policy will require fishing vessels to report on their own fishing activity, including catch amounts, species and other information deemed critical for effective management. The MPA will be capacitated to monitor these catch amounts, either at sea, or dockside, to make certain self-reporting mechanisms are adhered. This effort will involve mobilizing community fishing organizations at key communities (e.g., Salamansa), as well as semi-industrial fleet representative organizations.

351. The Fisheries Policy for the Santa Luzia MPA will be adopted prior to the close of project year two. This will allow the project to provide technical support for implementation during project years 3 – 5. The policy will be reviewed during project year 4, with necessary revisions and adaptations made.

Output 3.3: Improved scientific monitoring and in-situ surveillance tools in place

352. *Vessel Monitoring and Reporting*: The project will assist the MPA management with setting in place a comprehensive program for monitoring and reporting on both legal and illegal fishing within the MPA. This will include working with the MM, Coast Guard and others to monitor fish catches. An important element of this approach will be an improvement in vessel monitoring and identification. The project will assist the MPA to make certain that vessels entering the MPA for commercial fishing purposes are clearly marked. The project will work with the MPA and commercial fishing interests to be certain that all artisanal vessels entering the MPA have metallic reflectors in place. Under the baseline, remote monitoring of artisanal vessels is difficult because they do not show up on existing IMP and COSMAR radar monitoring systems. In addition, all semi-industrial boats should be required to have monitoring systems in place compatible with COSMAR monitoring systems. The project will work with the MPA to make certain responsible staff are equipped with necessary on-site monitoring equipment and knowledge. This may include provisioning of binoculars and spotting scopes (to identify vessels by number), range finders (to determine vessel location from allowed fishing zones) and communication devices (e.g., Garmin In-Reach allowing for real-time transfer of messages from the reserve coast-line to intervention vessels and enforcement/monitoring services dockside).

353. In order to inform on-going project activities, the monitoring and vessel identification program will be fully operational by project year two, with 100% of both the artisanal and semi-industrial fleet using MPA waters participating.

354. *MPA Marine Resource Monitoring:* The project will provide the Santa Luzia MPA with the capacities required to design and implement an innovative marine resource monitoring program. This will be linked to management planning, financial strategy and fisheries management improvements. The staff enhancements supported by the project (e.g, new marine resource management specialists) will be responsible for generating the monitoring plan and implementing the program. This will be done in coordination with NGO, MM and academic institutions. The monitoring program will be associated with and inform management reporting and monitoring. The monitoring program will also link with self-reporting mechanisms, developed in conjunction with private fishing interests, including the implemented fisheries access improvements for both artisanal and semi-industrial fishing interests. The monitoring program will also involve sport fishing interests, through the billfish tagging program described in this component. The monitoring program will cover both commercial and non-commercial species. This includes efforts to investigate and measure progress made towards the conservation of globally significant marine environments and species, inclusive of coral, whales, turtles, sharks and other non-commercial species that serve as indicators of overall ecosystem health.

355. The project emplaced monitoring program will commence by Project Year 2. The program will increase in sophistication and application over the project implementation period. By Project Year 4, the MPA and their conservation partners (e.g., MM, Coast Guard, Universities etc.) should be fully capacitated to carry the monitoring program forward with minimal project assistance. This should be delivering lessons learned to the national MPA system and informing national level policy improvements.

356. *Inter-agency Fisheries Management MOU*: The PA will finalize a memorandum of understanding with DNA, MM, COSMAR and the Coast Guard. This MoU will outline management, monitoring and enforcement responsibilities within the MPA for each of these key agencies. This will include a coherent and coordinated approach regarding reporting of IUU activity. For instance, the project will facilitate regular reporting from the fisheries (IGP) staff stationed within COSMAR directly with the MPA management authority. This should include a weekly record of all fishing vessels entering the MPA. This reporting will assist the MPA to be certain that fishing activity is complying with the adopted management plan, strategy and policy. This reporting will also assist the MPA to understand better the exact extent of fishing activity, so that informed management adaptations can occur. The MoU should also cover issues regarding monitoring and research of

marine ecosystems and globally significant biodiversity. For instance, working with IMar to identify priorities for research and monitoring required to informed improved MPA management practices. The MOU should also cover enforcement responsibilities, clarifying the rights, roles and responsibilities of the diverse agencies to actively coordinate their enforcement responses. This will include making certain that all reports, suspected violations and other enforcement related activities are reported to three agencies: MPA management, MM and Coast Guard. This will help to ensure that management actions are effectuated.

357. The MoU will be completed prior to the close of project year two, allowing for effective inter-agency fisheries management support during subsequent project years.

358. *Billfish Tagging Program*: Cabo Verde is considered to be a global hotspot for billfish. However, under the baseline, there is no active engagement with the sport fishing fleet in terms of cooperative management and/or conservation of these apex predators. There are excellent international examples where billfish anglers and outfitters support very successful satellite tagging programs that deliver critical information regarding billfish migrations and habitat use. This data can provide valuable details regarding the status of, not only billfish, but also tuna and other prey species. There are anecdotal reports that billfish numbers are being impacted by overharvest of baitfish and tuna. The project will lift lessons learned from other GEF projects, e.g., the Caribbean Billfish Project (CBP), which is a subcomponent of the larger GEF financed "Common Oceans Program" and "Oceans Partnership Project." This will include provisioning billfish fishing operators with satellite tags and the necessary training required to place these tags on billfish caught and released. The project will seek out the assistance of the International Game Fish Association to support this process. This is a highly cost-efficient monitoring approach that generally relies upon volunteer labour by highly qualified experts. The tags should be monitored by MM in close coordination with the IGFA.

359. The project will have approximately 15 satellite tags placed on migratory billfish, with on-going monitoring by the close of project year three.

360. *Fisheries Monitoring and Reporting Mechanisms*: The project will provide the MPA with support required to implement the monitoring and surveillance tools emplaced. This will include providing necessary start-up financial and technical support to make certain these tools are operational. The project, along with MPA management, will generate monthly reports regarding fishing activities, monitoring, enforcement, catch data, dockside monitoring and other pertinent information required to achieve effective and informed management. These reports will be shared electronically with key stakeholders and decision-makers, including, MM, DNA, Port Authorities, the Coast Guard and representatives of artisanal and semi-industrial fishing organizations, so that all parties are aware of both legal and illegal fishing activities taking place within the MPA. This will ensure that required actions are taking place. The data generated and activity reporting will assist all relevant stakeholders to engage in informed decision-making. This will include a better understanding of trends, regarding catch numbers, species diversity and other information vital to making certain global biodiversity conservation targets are being met.

361. Monthly fisheries monitoring reports will be produced, commencing by the close of project year one and will continue throughout the project period.

Output 3.4: Livelihood and value chain improvements for artisanal fishing interests established, to incentivize MPA conservation

362. *Value-Chains*: The project will assist the MPA, MM and other relevant organizations to support both artisanal and semi-industrial fishing interests to increase the value of their harvests. Having access to this support will serve in part as an incentive for commercial fishing interests, to more fully engage in improved and more sustainable fishing practices associated with the MPA. For instance, opportunities exist to increase the value of fish harvested from the MPA through green marketing tools. Both the tourism industry and the expansive domestic market in Mindelo, and other parts of Cabo Verde, do not currently differentiate between sustainable, unsustainable and illegal fish harvests. This is evidenced by the large numbers of illegally harvested (e.g., spear fishing) fish available on a daily basis in the Mindelo fish market.

363. The project will work with local stakeholders to help generate greater awareness and market demand for sustainable harvested fish. This includes assisting commercial fishing interests, who are legally using the MPA to harvest fish to benefit from opportunities for increased pricing and better market placement. This may include a sustainable harvest marketing system for local establishments. This may also involve working with fish mongers at the local market, to assist them to realize greater value from sustainably harvested fish.

The project will help to identify opportunities by the close of project year two, with a marketing strategy and value chain analysis. The project will offer implementation assistance to this program and it will be operational and on-going by the close of project year three. This will allow the project to assess the impacts of improved value chains and upscale/replicate the approach to improved MPA management nationally prior to project close. A very important element of this activity will be working with women and women's groups to assist them to improve income generation and value from fishing activity.

364. By project year four, at least 25 fishing vessels, 5 restaurants and 10 Mindelo fish mongers will be participating in the value chain improvements.

365. *Improved Fishing Management for Santa Luzia Associated Ecosystems*: As noted, the Santa Luzia MPA is ecologically and socially linked to the island of São Vincente. One reason pressure has increased at Santa Luzia is due to the perception that fisheries resources near the island of São Vicente have been overutilized. There have been some efforts to improve fisheries management near the island of São Vicente. However, these efforts have struggled to gain traction due to technical and financial limitations. The project will redress this situation, by providing the catalytic influence required to adjust current fishing practices in this area to become more sustainable. This will provide both improved livelihoods for artisanal and semi-industrial fishing interests. This approach will create an incentive and, in principle, limit fishing pressure on the Santa Luzia MPA, as the São Vicente fishery becomes more sustainable. This will be an adaption of co-management, as attempted by PROA-CV at other islands.

366. The project will provide the catalytic, financial and technical support required for key stakeholders to coordinate their efforts and generate coherent fishing regulations for the São Vicente fishery. This will require working with MM, DNA, Coast Guard, the municipality, NGOs and commercial fishing interests in the Mindelo region. The new regulations will benefit and borrow lessons from the; to be developed, Santa Luzia MPA fisheries policy. This will help make certain fisheries management is better harmonized and taking an ecosystem-based approach across a large section of north-central Cabo Verde.

367. The regulatory framework will include zoning of the São Vicente marine area. The zones will be designated according to uses, with take limits, catch methods and other basic fishing regulatory approaches currently absent from the baseline. Importantly, the zones will include areas of refugia. These designated areas of refugia will allow for areas where local fish populations are able to rest and recover. This will also allow for comparative analysis and monitoring, providing fisheries managers with the information required to make more informed management decisions. This effort will include both formal and informal reporting mechanisms for vessel captains. For instance, utilization of cell phone technology with text notifications of suspected violations, catch reports, access movements and other monitoring that may assist with improving overall fisheries management. The project will assist the MPA and other stakeholders to identify and implement innovative incentives for monitoring and oversight, including anonymous reporting, social media and reward systems.

368. The fishing regulations and zones will be demarcated physically, where deemed appropriate (e.g., buoys and coastal markers), and electronically. This will include provisioning agencies associated with MM, Coast Guard, DNA as well as user groups with maps and other awareness materials. The project will consider trailing the provision of simple GPS tracking devices to captains of artisanal fishing vessel and/or semi-industrial vessels to assist them with remaining within appropriate fishing boundaries. These tools may also be used by DNA, MM, Coast Guard and others as monitoring tool to track vessel movements. A simple VMS, for instance, costs approximately US$ 100. The regulations will clarify institutional responsibilities and mandates relevant to monitoring, enforcement, financing and other implementation activities. The project will provide support to fisheries managers with monitoring the effectiveness and compliance with the regulatory system.

369. An important aspect of this activity and associated deliverables will be issues of livelihood and food security. There is a presumption that local communities rely a great deal upon artisanal fisheries for both of these issues. The project will support an approach that assesses and enhances both. This will include critical work with women's groups and women headed households to understand how improvements and adjustments to fishing management may impact positively and/or negatively issues of food security and livelihoods for rural households' dependent upon artisanal fishing.

370. By project year three, the new regulatory framework will be in place, operational and delivering lessons learned. The framework will cover the entire island of São Vicente (approximately 75 kilometres of coast line), including both artisanal (3-mile) and semi-industrial (12-mile) zones. Compliance and global benefits flowing

from the regulatory framework will be monitored throughout the project period. The framework will be reviewed and updated during project year five.

Component 4. M&E, Learning and Knowledge Management

Output 4.1: Project-specific M&E/MRV framework developed

371. A project-specific M&E/MRV framework is incorporated within this project document and will be further elucidated by project management during implementation. The framework will fully and regularly assess quantitative and qualitative environmental and socio-economic impacts of all interventions. This includes a scientifically rigorous marine resource and biodiversity monitoring emplaced with MM, DNA, MPA managers and the participation of local NGOs and academia Universities). This will be done on the basis of agreed protocols and in selected sample points, responding to project indicators, to show that the targeted natural reserve works for biodiversity and livelihoods alike.

372. A Mid-term Review and Terminal Evaluation will be conducted, to include beneficiary surveys to verify cost savings, job creation benefits and other socio-economic, including gender impacts of all interventions supported. The mid-term will be completed prior to project month 30. The Terminal Evaluation will be completed prior to project month 60.

Output 4.2: Selected learning and knowledge management products developed and disseminated

373. The project will, under this Component, also develop selected learning and knowledge management products. Many of these are described within the project's framework. Activity under this component will ensure that products relating to the project itself will fully capture results and lessons. This will entail a critical review of relevant past work on biodiversity management (through protected areas, sector mainstreaming, research, etc.) in Cabo Verde, to help address the poor transmission of information between projects and enhance cross-project learning at various levels and foster replication.

374. Project lessons and best practices will be systematically captured. Lessons learned will be mainstreamed within national policy and strategy documents as discussed. Lessons learned will inform financing mechanisms such as the PED, Tourism Fund and the Environment Fund. For instance, by transferring lessons in improved MPA management, financial management and overall marine conservation efforts, these funds can adjust their allocation strategies, so that they are designed to incorporate best practices delivered. This will have an amplifying impact as government agencies, municipalities and NGOs will be encouraged to submit funding proposals in line with project generated success.

375. Practices and case studies from project will be codified and disseminated nationally and internationally. This will make certain that newly developed government efforts on marine biodiversity management reflect and integrate results, learning and benchmarking from relevant prior work in Cabo Verde and beyond. This will be facilitated through the development of a website that will serve as a knowledge management and dissemination portal. This portal will allow local, national and international stakeholders to access relevant project outputs and utilize these outputs for on-going capacity building and learning.

376. This will include brief monthly project updates regarding project implementation status. Information will assist interested parties to monitor progress and key events regarding each of the project's outcomes and associated outputs. This is very important in a location such as Cabo Verde, where institutions and stakeholders are spread widely, both within government frameworks and geographically across numerous islands. These newsletters will be distributed electronically to each platform member. The newsletters will be published on the project's website. The project will also employ social media, including a Facebook site, to provide regular updates regarding project activity.

377. The project's Facebook site will be operational during project inception. The full website/knowledge portal will be operational before the close of Project Year 1. The knowledge portal will be handed over to MM and/or DNA for full management, prior to the close of the project.

3.2 Global Environmental Benefits

378. The following global environmental benefits will accrue as a result of this GEF investment.

Table 23 – Global Environmental Benefits

Corporate Results	Replenishment Targets	Project targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	Over 56,000 ha of marine protected areas under model management;

379. The project will contribute to the GEF-7 Core Indicator "Marine protected areas created or under improved management for conservation and sustainable use; Sub-indicator 2: Marine protected areas under improved management effectiveness".

380. As noted, entirety of Cabo Verde has been identified as a global hotspot for marine biodiversity.

381. Cabo Verde is on the world's top ten coral biodiversity hotspots. The project will result in at least six sites of globally significant coral habitat included within MPAs and under effective conservation management.

382. The project will assist the Government to address threats associated with over-exploitation of fisheries, through a number of interventions, resulting in improved conservation of nearly 800,000 km^2 of EEZ. This will be accomplished through mainstreaming biodiversity conservation considerations into national policies, such as the Blue Growth Strategy, the national budgeting process and the development policy recommendations, to improve fisheries management, in general, that help to set in place a more informed management structure predicated upon the conservation of globally significant species.

383. The project will promote the reduction of IAS, a quickly emerging threat due to the expansion of maritime transport services.

384. The project will promote the conservation of a host of threatened and globally important marine species, including billfish, humpback whales, leatherback and other turtle species and sharks. Cabo Verde provides important habitat for five or the world's seven sea turtle species. There are at least 23 species of whales and dolphins found in Cabo Verde's waters.

385. The project will help to shift the Santa Luzia MPA, which covers nearly 566 km^2 of marine habitat, from being a "paper park" to effectively conserve habitat for a host of globally significant marine species. The project will also positively impact the conservation of another 25 MPAs, while assisting the Government to identify additional locations in need of higher conservation status.

386. Cabo Verde has numerous endemic and threatened fish and mollusc species that will directly and indirectly benefit from project endeavours. As noted, there are over a dozen endemic fish species and Cabo Verde is a world centre for endemic molluscs.

387. The country is also a critical location for many species of migrating seabirds, including the Cabo Verde Shearwater. These species will directly benefit from conservation improvements at the Santa Luzia MPA.

Potential unverified GEF-7 Core Indicator Contributions

388. The project may result in contributions to GEF-7 Core Indicator Sub-indicator 1. "Marine protected areas newly created" as well. However, this will be determined based upon the results of Component 1 and 2's strategic national assessments and improvements to marine conservation.

389. The project will also contribute to the GEF-7 Core Indicator "Area of marine habitat under improved practices to benefit biodiversity (hectares; excluding protected areas) Sub-indicator 5.1 Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations". However, meeting the third-party certification standard may be beyond this project's scope.

390. The project will contribute to the GEF-7 Core Indicator of "Globally over-exploited fisheries moving to more sustainable levels" by improving Cabo Verde fisheries management and particularly EEZ management. However, again, verification is beyond the project's scope.

3.3 Contribution to Aichi Targets

Table 24 – Project Contribution to Aichi Targets

Aichi Strategic Goal	Project Contribution/Alignment

Goal A: Address the underlying causes of biodiversity loss by mainstream biodiversity across government and society	Aichi Target 1: Stakeholder awareness of the values of biodiversity and potential steps for conservation and sustainable use will be built through the project's capacity building, training, and awareness activities. Aichi Target 2: Although the project is not designed to directly reduce poverty, the project will assist stakeholders target achievement by improving resource management thereby reducing poverty risks. This will include overall economic development plans and their implementation, especially when linked to the Blue Growth/Economy Strategy better integrate biodiversity concerns. Aichi Target 4: The project is specifically designed to assist stakeholders at all levels to maintain coastal zone biodiversity resource use within sustainable limits.
Goal B: Reduce the direct pressures on biodiversity and promote sustainable use	Aichi Target 5: The project will help reduce the loss of natural habitats through improved planning, use, and conservation. Aichi Target 6: The project will emplace mechanisms to help make certain the harvest of fish and other coastal resources are more sustainable, legal and apply ecosystem-based approaches. The project will pay particular attention to fisheries as noted in Target 6. Aichi Target 7: By setting in place a conservation strategy that includes aquaculture, the project will help make certain that aquaculture is managed more sustainably to ensure biodiversity conservation. Aichi Target 8: The project's efforts to support improved planning and management of potential tourism development and other point and non-point sources of pollution within the coastal zone are within levels that maintain ecosystem integrity. Aichi Target 10: The project's efforts to improve conservation of and minimize anthropogenic impacts to the region's globally significant coral reefs will directly promote the achievement of this target.
Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity.	Aichi Target 11: The project will drive conservation of marine ecosystems, thereby contributing to the target of 10% of important coastal and marine areas better conserved, managed and benefitting from improved connectivity. This will include operationalizing Cabo Verde's largest and most important coastal and marine PA.
Goal D: Enhance implementation through participatory planning, knowledge management and capacity building.	Aichi Target 14: The project is designed to help maintain and restore marine ecosystem services upon which the local stakeholders depend. This will include fully consider needs of women and artisanal fishing families. Aichi Target 15: The project will build climate change resilience through more reasoned resource use.
Goal E: Enhance the benefits to all from biodiversity and ecosystem services	Aichi Target 19: The project will substantially contribute to the understanding and on-going monitoring of Cabo Verde's marine ecosystems zone and associated biodiversity values.

3.4 National and Local Socio-Economic Benefits

391. A large and growing portion of the national economy, work-force and households are reliant upon a healthy marine environment. Cabo Verdeans, and particularly rural poor, depend upon a healthy marine environment for both livelihoods and food security. As noted in the analysis, nearly 20,000 Cabo Verdeans are employed in some sector of the fisheries economy. The EEZ, although currently undervalued, brings in a substantial amount of revenue. The national semi-industrial fleet is a multi-million dollar a year industry. More than 1,500 women and men in the project's target region of São Vicente and Santa Luzia MPA rely upon artisanal fisheries. Under the baseline, each of these sectors of the national economy are exposed to great risk, as the health and status of marine resources are rapidly being eroded.

392. The country's largest economic sector, tourism, is based almost entirely upon the existence of a clean and healthy coastal environment. The improvement of MPAs nationally, will provide opportunities for the international tourism market. More directly, MPA management will offer areas of refugia and sustainable use, where marine resources are able to recover from what has been a long period of sustained over-harvest.

393. Project effort will create resilience in a marine system, currently highly exposed to the challenge of climate change. At the same time, Government and other stakeholders will benefit from capacity building. This will include assistance to improve the effectiveness and efficiency of management, oversight and financing. This will generate direct benefits for conservation of marine resources. However, the benefits will be amplified if those lessons learned may be applied to other sectors of government function.

3.5 Project Risks and Assumptions

Potential Social and Environmental Risks

394. The project has conducted a standard social and environmental risk assessment. The overall project rating is moderate and no ESIA or SESA requirements are triggered. The project has identified the following risks:

Risk Description	Impact and Probability (1-5)	Significance	Description of assessment and management measures as reflected in the Project design
Risk 1.2 The project will have activities within or adjacent to the Santa Luzia MPA complex.	I = 2 P =2	Moderate	This risk grouping speaks to concerns that may cause harm to biodiversity and/or natural resources associated with the MPA. The project is designed to address threats that already exist to the biodiversity and natural resources of the MPA. The project will not cause new threats. There are no environmental risks to the MPA stemming from this project. There are no plans to build or finance infrastructure, construction, etc. There are also no plans for invasive monitoring of species (e.g., darting and radio collaring). The only species that will be tagged are billfish caught by sport fishing operations. These fish are currently caught and released. This will continue. Commercial boats will be trained to use sat tagging equipment by the IGFA or other competent authority with decades of successful experience.
Risk 1.7 The project will not be engaging in any fishing or aquaculture.	I = 2 P =2	Moderate	This risk grouping speaks to concerns that may potentially harm to biodiversity or other natural resources through active fishing, aquaculture, etc. The project is not engaging in fishing or aquaculture. The fishing is already occurring within the PA. The project will assist the government to improve fisheries management within the MPA.
Risk 3.9 The project will be working with the Coast Guard of Cabo Verde.	I = 3 P =2	Moderate	This grouping speaks to the potential harm to community health, safety and working conditions. The project will be coordinating with the Cabo Verde's Coast Guard to improve monitoring of fishing vessels, particularly remote monitoring using IMSP. The Cabo Verde Coast Guard is extremely well-trained. They are extremely professional and have received substantial international capacity building support with regards to maritime enforcement, search and rescue and related mandates.
Risk 5.2 The project will assist the Government to improve fisheries management	I = 2 P =2	Moderate	The project is designed specifically to conserve the resources of the Santa Luzia MPA. These resources are used by local artisanal fishing communities. If no action is taken to work with the communities to help conserve the MPA, there is a risk that the communities will deplete the resources and lose sustainable opportunities. The project will work directly with local communities to build capacities to help ensure that this does not happen and that sustainable livelihoods are secured. These principles are fully incorporated within the project design. Community members currently spend nights camping at Santa Luzia. There are no permanent settlements within the Protected Area. These persons are not going to be kicked out of the MPA. Their fishing activities will be regulated to make certain they are within the MPA management objectives.

Project Implementation Risks

Potential risks	Category Impact/ Probability (Low: 1 to High: 5)	Mitigation and Contingency Measures
Actions by national and foreign entities of the maritime economic disregard and/or implement practices contrary to conservation policies/good practices sectors disregard sustainability and biodiversity considerations because of the immediate need for employment and government revenue and because of opportunities for private financial gain	Impact: 4 Probability: 4	This project is designed specifically to help investors, regulatory bodies and government oversight bodies implement monitoring, regulatory and enforcement guidelines and better clarify their roles to assist investors and government regulators to realize the benefits that are generated from improved management and conservation of marine resources. Revisit and improve the Environmental Impact Assessment system All Projects submitted to TradeInvest are duly evaluated by multisectoral teams The emergence of the Blue Growth Strategy provides a very opportune moment to mainstream sustainability and biodiversity into maritime sector development and operations. The project will inform this strategy and associated investment plans to help direct investment towards a more sustainable future. Cabo Verde's governance system is advanced and the maritime agencies all expressed their interest in developing these frameworks to trigger their national application.
Policies and the regulatory framework will not be fully adopted	Impact: 4 Probability: 4	Positive discrimination of the main measures/actions with greater impact on the conservation and sustainable management of marine resources. The project will generate recommendations covering a number of angles, from municipalities, MPA's, and national frameworks. It is foreseen that these recommendations will be adopted within the project period. This project is designed with the full support of primary stakeholders. Extensive meetings were held at both the national and local levels with responsible representatives. The level of commitment to this project and general project design has been excellent to date and is expected to continue through-out implementation. This will be insured through an approach that continues to be highly inclusive and facilitates full engagement by multi-sectoral stakeholders. Never-the-less, governments often do not move quickly due to political and other challenges. If the full set of policy improvements are not up-taken, the overall impacts to project effectiveness will be limited. The project will regardless succeed in building capacities that do not currently exist and catalysing opportunities for future policy improvements and adaptations.
Incentives for local stakeholders are not adequate to generate engagement	Impact: 3 Probability: 3	The project is designed to engage fully with local stakeholders. This will make certain that stakeholder desires, including local resource users, have the opportunity to help define how best to conserve marine resources. A major part of this effort will involve working directly with fishing interests to assist them to measure how various marine conservation activities result in economic benefits. For instance, the project will provide stakeholders with the technical support required to measure how improved management delivers both enhanced ecosystem services as well as fishery production, profitability and food-security improvements. This will serve as a major incentive for local project support.
Resistance from private-sector that potentially lead to loss of revenue (e.g., private fishing sector)	Impact: 3 Probability: 3	As with other constituent-based risks, the first line of mitigation is inclusion. Identified private-sector stakeholders will be included at the beginning when possible and appropriate (at different levels) to lessen such risks and identify opportunities for growth. Value chains have been identified as one of the main crosscutting issues of this project, such that proactive efforts are being made to identify opportunities to build and strengthen the full length of affected value chains (and even creating additional value chains). Local institutions will provide a basis for private-sector stakeholders to interact and negotiate directly with communities (which comprise the program's primary constituency).
Inter-agency coordination proves challenging	Impact: 4 Probability: 2	Stakeholder engagement and consultation will underpin project preparation and implementation. Formal MoUs (formulation of global and sectoral coordination facilitation instruments) will be used to define roles and responsibilities. Steering committees and platforms will be facilitated and receive training as required on governance and conflict resolution. Project activities are designed to encourage cooperation. Data dissemination and sharing procedures will be established that are mutually beneficial for all

		concerned.
Climate Change	Impact: 3 Probability: 4	Considering the occurrences of climate change throughout the implementation of the project, these are one of the main incentives of this. The project's approach will enable stakeholders to better understand vulnerabilities and strategically adapt. Emplacing this resilience will be key to the project's long-term success. Marine conservation practices will be selected based on their potential contribution to more resilient production and conservation approaches. Steps will be taken measures have been taken to adapt and mitigate more resilience in the to build resilience measures into project implementation to minimize the risk and/or adapt to new conditions when possible.
Infrastructure impact on the coastal area of S. Vicente	Impact:3 Probability: 3	If the idea of relocating infrastructure in coastal areas is advanced (e.g., ZEEMSV to the Saragaça area) (studies are still taking place and others will be commissioned), it is very likely that there will be a major environmental impact on the Sta complex. Luzia and Islets mainly the northern part of Sta. Luzia, considered one of the most sensitive areas of the complex because it presumably serves as a nursery for many demersal species. However, studies of hydrological dynamics in this area had determined the degree of possible impacts. The project should closely monitor these studies and intervene so that mitigation measures are taken if the risks are confirmed.

3.6 Partnerships

Table 25 - Project Stakeholders

Stakeholder	Mandate	Role in project implementation
Ministry of the Sea and associated agencies	Generally responsible for fisheries management, fishing port oversite and other marine sector activities.	Full implementation partner. Host for many project activities. Member of Steering Committee. Technical and financial support for project implementation. Participation in capacity building efforts under each component.
Ministry of Agriculture and Environment and specifically the National Directorate for Environment (DNA)	Responsible for conservation of endangered species, protected areas and general issues related to environmental governance. Serves and GEF Operational Focal Point and CBD Focal Points. This will include the management and staff of numerous MPAs. The Santa Luzia personnel will be particularly important.	Lead executing partner, in coordination with MM. Member of Steering Committee. Technical and financial support for project implementation. Participation in capacity building efforts under each component.
Ministry of Finance	Responsible for budgeting and planning, including prioritization. Instrumental in terms of Blue Growth/Blue Economy initiatives.	Participant in project policy, financing, and implementation activities. Member of Steering Committee. Participation in capacity building efforts under each component.
Ministry of Tourism	Responsible for tourism planning and projects, policy development, the elaboration or laws, regulations, licensing and certification.	Participant in project policy, financing and implementation activities. Member of Steering Committee. Participation in capacity building efforts under each component.
Ministry of Defence	Through the Coast Guard and COSMAR, responsible for monitoring and surveillance of marine activities.	Participant in project policy, financing and implementation activities. Member of Steering Committee. Participation in capacity building efforts under each component.
Ministry of Internal Administration	Through the Maritime Policy, responsible for monitoring and surveillance of marine coastal area activities.	Participant in project policy, financing and implementation activities. Member of Steering Committee. Participation in capacity building efforts under each component.
National Fisheries Council	Responsible for vetting fisheries policies proposed by MM and providing recommendations to cabinet and parliament regarding adoption.	Members of the council will participate in a host of capacity building and other efforts under each component.

Ministry of Infrastructure, Spatial Planning and Housing	Technical authority with regards to coastal zone planning, protected areas planning/gazetting and Marine Spatial Planning.	Provision of technical support and insights regarding Integrated Marine Spatial Planning.
National Environment Fund	Semi-independent government fund, providing financing for environmental conservation.	Participant in project policy, financing, and implementation activities. Participation in capacity building efforts under each component, particularly those related to innovative and sustainable finding for marine conservation.
Tourism Fund	Semi-independent government fund providing financing for tourism development and associated improvements.	Participant in project policy, financing, and implementation activities. Participation in capacity building efforts under each component, particularly those related to innovative and sustainable finding for marine conservation.
National Association of Cabo Verde Municipalities	Representative body for municipalities nationally.	Participant in project policy and implementation activities. Members will benefit from capacity building efforts under each component.
Individual Municipalities	Responsible under decentralization programming for implementation of national policies and setting of many critical local policies.	São Vicente (Mindelo) municipality will be a critical stakeholder for many project activities, including support for improved fisheries management, value-chains and delivery of several other critical project activities.
Island Delegations	All relevant ministries have island delegations organized to work together while supporting local initiatives according to their individual mandates.	Important consideration particularly for island-based activities for Santa Luzia MPA.
ENAPOR	Public-Private Port Authority for Cabo Verde	Will be important for several aspects related to shipping and maritime transport. This includes tourism vessels, IMO implementation, IAS management and other related issues.
NGO	NGOs include: Biosfera; Natura2000, Bio.CV, Turtle Foundation, Maio Biodiversity Foundation, Lantuna, etc.	As noted in the baseline, a number of national NGOs are engaged in marine conservation, primarily turtles, sea birds and coastal zone development. Each will be engaged with and important to project implementation.
MAVA	Key international NGO providing financial support for conservation activities in Cabo Verde.	Critical financing and implementation partner.
Academia	Several universities have a keen interest and knowledge of marine conservation issues.	Academics and researchers were involved in the process of project design. They will be instrumental in implementation for the support of monitoring and knowledge generation, as well as inputs into key strategy, policy, regulatory and management planning activities.
Donors	Host of donors including FAO, EU, World Bank, AFDB, Government of China, USAID/USFWS, etc.	FAO is a key partner with regards to the Blue Economy / Blue Growth Strategy. This includes financial and technical support. The AFDB and World Bank are also providing inputs to the Blue Growth initiatives. Each of these donors will be instrumental in the achievement of project objectives.
Associação dos Armadores de Pesca de Cabo Verde (APESC):	Represents the interests of their semi-industrial national fleet members	Will assist project to make certain the interests of semi-industrial fleet are well represented. Will provide support for design and implementation of improved marine management efforts.
Centros Técnico e Social (CTS)	Represents interests of member artisanal fishing interests	Will assist project to make certain the interests of artisanal fleet are well represented. Will provide support for design and implementation of improved marine management efforts.
Sport Fishing Clubs	Represents interests of private, commercial sport fishing companies	Will assist project to make certain the interests of sport fishing fleet are well represented. Will provide support

		for design and implementation of improved marine management efforts.
Private Sector	This includes investors, owners, operators and employees of fishing interests, processing operations, tourism, fish mongers and other marine sector related for-profit activities	A host of private sectors donors will be involved. This includes for efforts related to improved management, value chains and other project activities.
Women's Groups	A number women's groups established to represent the issues of their membership	The issue of gender is in the forefront of the proposed project. Women's groups are key stakeholders in terms of providing implementation support, working to support capacity building efforts and for providing critical insights regarding project efforts and how these efforts will positively impact the role of women.

Table 26 - Strategic Partner Projects

Stakeholder	Partnership Arrangements
FAO/Blue Growth Strategy	FAO has received approximately US$ 1.2 million from AFDB for the purpose of completing the Blue Growth Strategy and associated investment plans. The GEF Marine Conservation Project is designed specifically to align with the FAO/AFDB investment providing the additionality required to make certain conservation of globally significant marine biodiversity is fully mainstreamed.
UNDP/GEF Tourism and Biodiversity Project	This on-going GEF-5 project has initiated and completed several activities that will serve as an important baseline for the UNDP/GEF-6 investment. This includes issues pertaining to improved protected area management and the role of tourism as it related to biodiversity conservation. The two projects will be fully aligned. Due to a relatively slow start-up phase of the Tourism and Biodiversity project, opportunities exist for the two projects to actually generate synergies and cost-saving measures to very closely coordinate implementation activities. This will add value to and increase the conservation impacts of both projects.
MAVA	MAVA still funding conservation related activities across Cabo Verde, until its exit. As discussed in the baseline section of this document, many of these investments align extremely well with the GEF-6 Marine Conservation investment. This includes work especially revolving around the conservation of biodiversity associated with the relatively large Santa Luzia protected area complex. These efforts will be coordinated in part through the participation of NGOs. This will build this national NGOs ability to become an even more effective conservation partner with key government agencies such as DNA and MM.

3.7 Stakeholder Engagement Plan

Stakeholder Consultation and Engagement: Project Design

395. Project design, as well as its revision and update, was defined by a highly stakeholder driven process. During the development of the PIF and Project Document, extensive efforts were made to fully engage all relevant stakeholders. This was done through several international missions, work directly by national NGOs and partners, the Government's own efforts and the work of the UNDP/CO. Key government agencies and partners were consulted multiple times. Each of the partner projects were engaged several times with detailed meetings held. Women's groups and individual households were consulted with issues discussed.

396. Participatory and collaborative meetings were held. This included organization of round-table discussions where stakeholders representing a variety of interests were engaged in lively meetings regarding how best to approach the project design, in order to maximize impacts and remain realistic regarding national capacities.

397. The design process engaged directly with the private sector. This included meeting with organizations, such as ENAPOR, meeting dockside with fisheries, tourism and other private entities concerned with marine conservation issues. The design effort involved meeting with artisanal fishing captains and representatives of national semi-industrial and artisanal fishing organizations. Project designers visited, interacted and interviewed private fish marketers and sellers to gain a better understanding of how these processes work and how best to design the project to address their conservation concerns. Members of academia and research were consulted with extensively and involved in round-table discussions.

398. Individual meetings were held with the leadership of each of the primary ministries concerned including MM, DNA, MF and Coast Guard and associated technical staff. Meetings were held with the CEO of both the Tourism and Environment Funds. The management authorities for protected areas, and particularly the Santa Luzia PA, were fully engaged throughout the project design process. This includes participating in field missions and meetings with government agencies, donors and other project stakeholders and implementation partners.

Stakeholder Consultation and Engagement: Implementation

399. The same participatory approach applied during project design will be carried forward during implementation. This includes a host of engagement strategies that are fully embedded in each of the project components. One of the primary objectives of this project is to break down barriers between agencies and stakeholders, that currently create inefficiencies and gaps to the realization of informed management decision-making. Therefore, a fundamental and core concern in the design was how to facilitate and catalyse a collaborative process, to both the solving of marine conservation issues, as well as the implementation of critical interventions. Please see the annex for details.

3.8 South-South and Triangular Cooperation

400. The project will contribute to UNDP's South-South Triangular Cooperation platform. The project, through the knowledge portal and other learning tools, will make information, lessons learned and practical experiences available for uptake to the UNDP's solution provider mechanism, designed to leverage south-south exchange. The project will also identify south-south experts to participate in capacity building efforts, particularly under Component 1. The project will provide Cabo Verdean experts and stakeholders with access to and integrated lessons from UNDP's South-South initiative. This will be particularly relevant to efforts involving Small Island Developing States (SIDS) and experiences with sustainable fisheries management, improvements to tourism development, management of marine ecosystems and EEZs and the effective management of MPAs.

IV. PROJECT MANAGEMENT

4.1 Cost efficiency and effectiveness

401. Cost-efficiency and effectiveness were fully considered during project design. Several alternative scenarios were considered from the point of view of cost-effectiveness. These included extensive purchase of hardware and other tactical equipment and expensive international training programs. There are examples of expensive equipment such as boats or vehicles being purchase as part of a conservation intervention. However, unless financing is also provided for upkeep and maintenance of these vessels – as is the case with Sea Shepherd and Biosfera – and/or specific mandates set in place to make certain this equipment is used for the precise purpose intended, these vessels will slip into disrepair and/or being used for non-targeted purposes.

402. As result of this analysis and lessons learned, stakeholders eventually abandoned these options after carefully considering conservation priorities relevant to a limited budget. In the end, the highly precise and, therefore, cost-effective investment rested on a number of principles, each integrated within the activities and expenditures of this proposed project. The relatively small investment is targeted to catalyse a substantial course change. The result is a GEF financing will leverage the long-term conservation of an immense marine ecosystem and associated global benefits. Paramount was the desire to build the regulatory, management and financial capacity required for the Government and relevant stakeholders to independently maintain effective conservation efforts. For instance, the project's limited investment will help to create capacity and decision-making pathways that enable local governments to use revenues to make pro-conservation investments, rather than ill-advised and unsustainable short-term investments. This catalytic effect coupled with the objective of sustainability makes the GEF investment highly cost-effective.

4.2 Summary of project management approach

403. A full explanation of project governance and management arrangements may be found in Section VII. This includes information regarding the Project Steering Committee and specific roles and responsibilities of implementation partners. Given the multi-sector nature of the project, an important number and diversity of other stakeholders will be involved in project design and implementation. The Ministry of Agriculture and Environment – National Directorate for Environment and Ministry of the Sea will be the two primary government agencies. Both will provide the project with substantial staff, equipment, office space and additional support. Additionally, the Ministry of Finance, Ministry of Tourism, Coast Guard and Maritime Policy will have key responsibilities relevant to their maritime environment conservation responsibilities.

404. *Role of MAA/DNA and the Biodiversity and Tourism Project:* The project will be executed by the Ministry of Agriculture and Environment – National Directorate for Environment (DNA), in close collaboration with MM. As noted, DNA is largely responsible for protected areas management and conservation of threatened species. Their project role is to function as the national entity designated by UNDP to assume responsibility for delivering on the project objective and outcomes and the entity accountable to UNDP for the use of funds. The DNA is currently implementing the UNDP/GEF-5 Biodiversity and Tourism project. The GEF-6 Marine Conservation Project will be closely aligned with this on-going. A small project office will be established within GEF-5 project in Praia. This will help to solidify partnerships and synergies. It will also increase the cost-effectiveness of both projects.

405. *Role of Ministry of the Sea:* MM will actively support and be engaged with the implementation of this project. MM is located in Mindelo. As noted, MM is largely responsible for issues related to fisheries management and enforcement. The project's primary office will be situated in Mindelo within MM. This will help to ensure that institutional coordination is fully engaged, including capacity building for the MM in terms of marine conservation and management.

406. *Role of UNDP/CO*: This project will be a conducted under a UNDP supported NIM modality. UNDP will have a critical function in terms of helping to make certain the project is on-track to deliver intended results and benefiting from the support of qualified technical assistance. A significant challenge associated with working on issues of marine environment conservation in Cabo Verde is the complexity of concerned agencies and stakeholders. Making certain coordination is catalysed within and between these stakeholders will demand that UNDP/CO takes a very active role in management issues. UNDP/CO will assist with issues related to the recruitment and supervision of project staff.

407. *Project Technical Support Staff*: As noted, the project's primary technical support staff will be located in the Mindelo office. This will include a Senior Technical Advisor, with international expertise related to issues of large marine ecosystem conservation, marine protected areas, marine biodiversity conservation and fisheries management. The STA will be supported by a small office staff and periodic consultant inputs. A junior technical expert will be situated in the Praia office, to provide support for issues related to agencies in the "first" capital. It is anticipated that this person will work closely with the Ministry of Finance, the CEOs of the Environment and Tourism Trust Fund, DNA and others on issues pertaining to sustainable marine conservation financing.

4.3 Intellectual Property Rights, Disclosure, and use of Logo

408. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information**:** To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[33] and the GEF policy on public involvement[34].

[33] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/
[34] See https://www.thegef.org/gef/policies_guidelines

V. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): SDG 14: Conserve and Sustainably Use the Oceans, Seas and Marine Resources for Sustainable Development; SDG 5: Achieve Gender Equality and Empower all Women and Girls; SDG 8: Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All					
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: UNDAF OUTCOME 2: By 2022, all people, particularly the most vulnerable, benefit from enhanced national and local capacity to apply integrated and innovative approaches to the sustainable and participative management of natural resources and biodiversity, climate change adaptation and mitigation, and disaster-risk reduction.					
This project will be linked to the following output of the UNDP Strategic Plan: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste. Output 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.					
	Objective and Outcome Indicators (no more than a total of 15 -16 indicators)	**Baseline[35]**	**Mid-term Target[36]**	**End of Project Target**	**Data Collection Methods and Risks/Assumptions[37]**
Project Objective: **Strengthen the systemic and institutional capacity for reducing multiple threats to globally significant marine ecosystems and achieve sustainable blue growth in Cabo Verde**	Mandatory Indicator 1: Output 1.3: Solutions developed at national and local levels for sustainable management of natural resources, ecosystem services, chemicals and waste.	0 solutions delivered	3 solutions delivered[38]	7 solutions delivered	Project reports Ministry of Finance Budget reports Delivery of capacity building materials MPA management reports Annual national marine management reporting Blue Growth Strategy final draft
					Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Mandatory indicator 2: Output 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	0 policy and institutional frameworks enabled	2 policy and institutional frameworks enabled[39]	4 policy and institutional frameworks enabled	Project reports Ministry of Finance Budget reports Delivery of capacity building materials MM annual reports MPA management reports Annual national marine management reporting Blue Growth Strategy final draft

[35] Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and need to be quantified. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.
[36] Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.
[37] Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.
[38] Solutions to be delivered include: fisheries management program for Santa Luzia ecosystem; IMO accession for IAS, inter-agency platform; capacity building/training program for decision-makers; annual reporting for MPA management improvements and delivery of biodiversity conservation targets; national reporting for delivery of marine conservation activity, monitoring and targets; financing strategy for MPA's; guidelines for MPA management; vessel monitoring; etc.
[39] Policy and regulatory framework improvements include: MPA management plans; national policy regulation recommendations for marine environment; Inter-agency fisheries management MOU for Santa Luzia; Blue Growth Strategy marine conservation inputs.

	and ecosystems, in line with international conventions and national legislation.				Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Mandatory indicator 3: # direct project beneficiaries, disaggregated by male/female.	0	4000	4000	Project reports Delivery of capacity building materials MM annual reports MPA management reports
					Risks: Community conflict. Slow implementation. Assumptions: Project will be delivered in a timely fashion
	Indicator 4: Total number of square kilometre/hectares of marine environment with reduced direct adverse impacts on marine biodiversity from key maritime sectors	- 0 ha EEZ - 0 ha of national MPA's	- 500,000 ha EEZ - 25,000 ha of national MPA's	- 1,000,000 ha EEZ - 56,240 ha of national MPA's	Project reports Ministry of Finance Budget reports Delivery of capacity building materials MM annual reports MPA management reports Annual national marine management reporting Blue Growth Strategy final draft
					Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Indicator 5: Contribution to achievement of GEF-7 Core Indicator "Marine protected areas created or under improved management for conservation and sustainable use; Sub-indicator 2: Marine protected areas under improved management effectiveness	0 hectares of MPA's under improved management effectiveness	45,0000 hectares of MPA's under improved management effectiveness	60,000 hectares of MPA's under improved management effectiveness	METT Project reports Ministry of Finance Budget reports Delivery of capacity building materials MM annual reports MPA management reports Annual national marine management reporting Blue Growth Strategy final draft
					Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
Outcome 1 **National frameworks for maritime sector planning and threat**	Indicator 5: Percentage increase in national budget for marine conservation and management across agencies.	0% increase	10% increase	35% increase	Ministry of finance reports DNA Financial reports MM financial reports
					Risks: Government will maintain support for marine conservation improvements Assumptions: Any budget increased will be sustained beyond project period

management operationalized					Recommend evaluators look for 2-years of sustained increased during project period
	Indicator 6: Total area of marine ecosystems with globally significant biodiversity (GSB) conservation management objectives linked to delivery of an Integrated Marine Spatial Plan (IMSP) and Blue Growth Strategy (BGS)	0 ha with GSB conservation management objectives designated within IMSP and BGS	500,000 ha with GSB conservation management objectives designated within IMSP and BGS	1,000,000 ha with GSB conservation management objectives designated within IMSP and BGS	Approved IMSP Approved marine conservation policy recommendations Approved Blue Growth Strategy
					Risks: Government will maintain support for marine conservation improvements Assumptions: Government will continue to support generation of Blue Growth Strategy and integration of conservation objectives
	Indicator 7: Number of national policy recommendations generated with compliance monitored to improve marine conservation management	0 policies generated and adopted	2 policies generated and monitored: - "Blue Growth Strategy", - National marine conservation policy	3 policies generated and monitored: - "Blue Growth Strategy", - National marine conservation policy - IMO Ballast Water Convention	Delivery of capacity building materials Annual national marine management reporting IMO reporting National marine policy reports Blue Growth Strategy final draft Policy recommendation results
					Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Indicator 8: Gender: Number of national platforms for interagency with equal equitable representation cooperation meetings with at least 50% representation of women	0 inter-agency platforms with 0% with equal equitable representation	10 inter-agency platform meetings with at least 50% female participation	15 inter-agency platform meetings with at least 50% female participation	Project reports Delivery of capacity building materials Meeting summaries MM annual reports MPA annual reports
					Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
Outcome 2 **Capacity for marine biodiversity conservation and sustainable use enhanced**	Indicator 9: Number of MPAs nationally implementing and reporting improved management plans and reporting progress made towards globally significant marine biodiversity conservation targets (e.g., whales, sharks, coral, and turtles).	0 MPAs implementing management plans and reporting on achievement of global biodiversity conservation targets	50% of MPAs implementing management plans and reporting on achievement of global biodiversity conservation targets	100% MPAs implementing management plans and reporting on achievement of global biodiversity conservation targets	MPA, MM, and DNA reports Annual national marine management reporting Project reports
					Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Indicator 10: Number of MPAs reporting an annual increase in Government budget allocations of at least 50% over project year 0.	0 MPAs reporting annual increase in Government budget allocations of at	13 MPAs reporting annual increase in Government budget allocations of at	22 MPAs reporting annual increase in Government budget allocations of at least	MPA, MM, and DNA reports Annual national marine management reporting Project reports MF reports

		least 50% above project year 0.	least 50% above project year 0.	50% above project year 0.	Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
Outcome 3 **Marine biodiversity effectively conserved in Santa Luzia-Branco-Raso NR**	Indicator 11: Amount of financing supporting improved management planning directed towards the conservation of Santa Luzia MPA globally significant marine biodiversity	US$ 0 annually budgeted exclusive to marine conservation	US$ 50,000 annually budgeted exclusive to marine conservation	$250,000 annually budgeted exclusive to marine conservation	MPA, MM, and DNA reports Annual national marine management reporting Project reports MoF reports
					Risks: Project delivery will be slow due to capacity constraints Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Indicator 12: Successful reduction of threats to globally significant biodiversity within the Santa Luzia MPA complex.	More than 30 semi-industrial commercial fishing vessels use days operating within 3-miles of the coast-line annually[40] More than 5,000 days of use of artisanal fishing vessel within MPA boundaries annually[41] +/- 15 illegal scuba fishing operations within Santa Luzia MPA regularly	50% decrease in the number of semi-industrial commercial fishing vessels operating annually within 3 miles of coastline 4,000 days of use of artisanal fishing vessels within amp limits annually Decrease of 50% illegal submarine fishing operations in amp Santa Luzia per year	0 semi-industrial commercial fishing vessels operating within 3-miles of the coast-line annually 3,000 days of use of artisanal fishing vessels within amp limits annually 0 illegal scuba fishing operations within Santa Luzia MPA per year	Santa Luzia annual reports MPA, MM, and DNA reports Annual national marine management reporting Project reports
					Risks: Project delivery will be slow due to capacity constraints Commercial fishing vessel compliance Lack of monitoring capacity Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Indicator 13: Successful conservation of globally significant biodiversity within the Santa Luzia MPA complex.	6 coral sites reported healthy 0% of regulated commercial (artisanal and semi-	6 coral sites reported healthy 30% of regulated commercial (artisanal and semi-	6 coral sites reported healthy 50% of regulated commercial (artisanal and semi-industrial)	Santa Luzia annual reports MPA, MM, and DNA reports Annual national marine management reporting Project reports Monthly catch reports Billfish monitoring reports

[40] Semi-industrial vessels currently bait fish within 3 miles of the MPA coastline
[41] Current average of 10 artisanal vessels per day within the reserve, 10 months per year.

		industrial) fishing operators reporting increased rate of harvest per-day of effort 0% of monitored billfish showing annual home ranges including Santa Luzia ecosystem 0% of sport fishing vessels (catch and release) METT Score: 25	industrial) fishing operators reporting increased rate of harvest per-day of effort 50% of target species for sport fishing (Catch and release) METT Score: 40	fishing operators reporting increased rate of harvest per-day of effort 80% of target species of sport fishing (Catch and release) METT Score: 50	Annual transects of globally significant coral sites within MPA METT Risks: Project delivery will be slow due to capacity constraints Commercial fishing vessel compliance Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Indicator 14: Number of São Vicente artisanal fish mongers (female) from reporting stable and/or increased revenue generated from sustainable fish harvest and sales.	0 artisanal fishermen reporting stable or increased revenue	40% artisanal fishermen reporting stable or increased revenue	80% artisanal fishermen reporting stable or increased revenue	Santa Luzia annual reports MPA, MM, and DNA reports Annual national marine management reporting Project reports Risks: Project delivery will be slow due to capacity constraints Commercial fishing vessel compliance Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
Outcome 4 **M&E, Learning and Knowledge Management**	Indicator 15: Percentage of intended outputs and indicators reported by the project's mid-term and final report as delivered and/or on-track for delivery.	0% delivered 100% on-track for delivery	50% delivered 50% on-track for delivery	100% delivered 0% remaining for delivery	Project evaluation reports Assembly of a follow-up and evaluation system on the basis of the project components Systematisation and harmonisation of specific and cross-cutting information of the different indicators in order to allow comparable hists. Project implementation and evaluation report • Quarterly reports • Annual reports and PIR (technical and financial) • MTR • Final Evaluation Report Risks: Not having the data delivered in a timely manner Not having the full project staff Evaluators may not have adequate professional knowledge in a given subject to better evaluate the results Evaluations will not be planned well enough in advance Evaluators will not have adequate professional knowledge of subject matter

					Assumptions: Project will be delivered in a timely fashion Government political support continues at or above current levels
	Indicator 16: Number of annual users reported for project emplaced capacity and knowledge tools.: 16.1 Number of users reported annually 16.2 Number of tools to improve users' knowledge ability	0 users of project social media (e.g. Facebook) 0 technological tools users of project emplaced knowledge management website	150 users of project social media (e.g. Facebook) At least 1 technological knowledge tool implemented by the project and at least 500 monthly visitors on the platform created	300 users of project social media (e.g. Facebook) At least 1 technological knowledge tool implemented by the project and at least 1000 monthly visitors on the platform created	16.1 Statistics and History of websites and Social Media Website and social media tracking tools Project reports 16.2 Platform created Quantity and quality of information provided Statistics and History of platform usage
					Risks: Non-operational platform Little dissemination of technological tools available Technological capacity of users in the country Insufficient engagement of direct partners to feed the platform Functionality will not be designed engage stakeholders Assumptions: Project will be delivered in a timely fashion
	Indicator 17: Number of project capacity building tools uploaded to the Cabo Verde marine conservation knowledge management portal with monitoring information disaggregated by gender. Indicator 17.1: Number of training tools loaded in the Cabo Verde marine conservation knowledge management portal, with information disaggregated by gender. 17.2: Number of face-to-face (conventional) training tools	0 tools 0 conventional and technical formations uploaded	5 tools uploaded/Conventional	10 tools uploaded/ Conventional	Website and social media tracking tools Project reports
					Risks: Non-operational platform Little dissemination of technological tools available Technological capacity of users in the country Insufficient engagement of direct partners to feed the platform Statistics and Training History on the platform Conventional training reports Project reports with information disaggregated by gender Poor user support for the training provided (on the platform/conventional) Trained trainers available in key areas Functionality will be in place Assumptions: Project will be delivered in a timely fashion

VI. MONITORING AND EVALUATION (M&E) PLAN

409. The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework, will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex details the roles, responsibilities, and frequency of monitoring project results.

410. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

411. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies[42]. The costed M&E plan included below, and the Monitoring plan in Annex, will guide the GEF-specific M&E activities to be undertaken by this project.

412. In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

M&E Oversight and monitoring responsibilities:

413. Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

414. The Project Manager will develop annual work plans, based on the multi-year work plan included in Annex, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g., ESMP, gender action plan, stakeholder engagement plan etc..) occur on a regular basis.

415. Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

416. Project Implementing Partner: The Implementing Partner is responsible for providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

417. UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent

[42] See https://www.thegef.org/gef/policies_guidelines

terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

418. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g., annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

Audit

419. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

420. UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

421. The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.[43]

Additional GEF monitoring and reporting requirements:

a. 430. Inception Workshop and Report: A project inception workshop will be held within 60 days of project CEO endorsement, with the aim to: Familiarize key stakeholders with the detailed project strategy and discuss any changes that may have taken place in the overall context since the project idea was initially conceptualized that may influence its strategy and implementation.
b. Discuss the roles and responsibilities of the project team, including reporting lines, stakeholder engagement strategies and conflict resolution mechanisms.
c. Review the results framework and monitoring plan.
d. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP and other stakeholders in project-level M&E.
e. Update and review responsibilities for monitoring project strategies, including the risk log; SESP report, Social and Environmental Management Framework and other safeguard requirements; project grievance mechanisms; gender strategy; knowledge management strategy, and other relevant management strategies.
f. Review financial reporting procedures and budget monitoring and other mandatory requirements and agree on the arrangements for the annual audit.
g. Plan and schedule Project Board meetings and finalize the first-year annual work plan.
h. Formally launch the Project.

431. The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser and will be approved by the Project Board.

432. GEF Project Implementation Report (PIR):

433. The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR. GEF Core Indicators:

The GEF Core indicators included as Annex will be used to monitor global environmental benefits and will be updated for reporting to the GEF prior to MTR and TE. Note that the project team is responsible for updating the indicator status. The updated monitoring data should be shared with MTR/TE consultants prior to required

[43] See guidance here: https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx

evaluation missions, so these can be used for subsequent ground truthing. The methodologies to be used in data collection have been defined by the GEF and are available on the GEF website. The required Protected Area Management Effectiveness Tracking Tool (METTs) have been prepared and the scores included in the GEF Core Indicators.

434. Independent Mid-term Review (MTR):

The terms of reference, the review process and the final MTR report will follow the standard templates and guidance for GEF-financed projects available on the UNDP Evaluation Resource Centre (ERC).

The evaluation will be 'independent, impartial and rigorous. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project under review.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

The final MTR report and MTR TOR will be publicly available in English and will be posted on the UNDP ERC. A management response to MTR recommendations will be posted in the ERC within six weeks of the MTR report's completion.

435. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

436. Terminal Evaluation (TE):

An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance for GEF-financed projects available on the UNDP Evaluation Resource Centre.

The evaluation will be 'independent, impartial and rigorous. The evaluators that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Equally, the evaluators should not be in a position where there may be the possibility of future contracts regarding the project being evaluated.

The GEF Operational Focal Point and other stakeholders will be actively involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the BPPS/GEF Directorate.

437. The final TE report and TE TOR will be publicly available in English and posted on the UNDP ERC by (add date included on cover page of this project document). A management response to the TE recommendations will be posted to the ERC within six weeks of the TE report's completion. Final Report: The project's terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

438. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy and the GEF policy on public involvement.

Mandatory GEF M&E Requirements and M&E Budget:

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[44] (US$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	USD 11,000	*USD 10,000*	Within two months of project document signature
Inception Report	Project Manager	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Risk management	Project Manager Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	Per year: USD 4,000 (20,000)	*USD 5,000*	Annually before PIR
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	Per year: USD 3,000 (18,000)	*USD 5,000*	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager	*USD 2,000*	*USD 2,000*	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP Country Office	*USD 2,000*	*USD 2,000*	On-going
Stakeholder Engagement Plan	Project Manager UNDP Country Office	*USD 2,000*	*USD 2,000*	On-going
Gender Action Plan	Project Manager UNDP Country Office UNDP GEF team	*USD 2,000*	*USD 2,000*	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office	*USD 2,000*	*USD 2,000*	On-going
Project Board meetings	Project Board UNDP Country Office Project Manager	*USD 2,000*	*USD 5,000*	At minimum annually
Supervision missions	UNDP Country Office	None[45]	*USD 5,000*	Annually
Oversight missions	UNDP-GEF team	None[45]	*USD 5,000*	Troubleshooting as needed
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None	*USD 5,000*	To be determined.
Mid-term GEF Tracking Tool to be updated	*Project Manager*	*USD 10,000*	*USD 5,000*	*Before mid-term review mission takes place.*
Independent Mid-term Review (MTR) and management response	*UNDP Country Office and Project team and UNDP-GEF team*	*USD 30,000*	*USD 5,000*	*Between 2nd and 3rd PIR.*
Terminal GEF Tracking Tool to be updated	Project Manager	USD 10,000	*USD 5,000*	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 50,000	*USD 5,000*	At least three months before operational closure
Translation of MTR and TE reports into English	*UNDP Country Office*	*USD 2,000*	*None*	*As required. GEF will only accept reports in English.*
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		*USD 163,000*	*USD 70,000*	

[44] Excluding project team staff time and UNDP staff time and travel expenses.
[45] The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and responsibilities of the project's governance mechanism

Implementing Partner

439. The Implementing Partner for this project is the **Ministry of Agriculture and Environment – National Directorate for Environment (DNA)**.

440. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

441. The Implementing Partner is responsible for executing this project. Specific tasks include:

a. Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
b. Risk management as outlined in this Project Document;
c. Procurement of goods and services, including human resources;
d. Financial management, including overseeing financial expenditures against project budgets;
e. Approving and signing the multiyear workplan;
f. Approving and signing the combined delivery report at the end of the year; and,
g. Signing the financial report or the funding authorization and certificate of expenditures.

442. UNDP: UNDP is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is also responsible for the Project Assurance role of the Project Board/Steering Committee.

Project Board

443. The Project Board (also called Project Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

444. In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

445. Specific responsibilities of the Project Board include:

a. Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;

b. Address project issues as raised by the project manager;

c. Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;

d. Agree on project manager's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;

e. Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;

f. Ensure coordination between various donor and government-funded projects and programmes;

g. Ensure coordination with various government agencies and their participation in project activities;

h. Track and monitor co-financing for this project;

i. Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;

j. Appraise the annual project implementation report, including the quality assessment rating report;

k. Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;

l. Review combined delivery reports prior to certification by the implementing partner;

m. Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;

n. Address project-level grievances;

o. Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;

p. Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

q. Ensure highest levels of transparency and take all measures to avoid any real or perceived conflicts of interest.

446. The composition of the Project Board must include the following roles:

447. Project Executive: Is an individual who represents ownership of the project and chairs the Project Board. The Project Executive is normally the national counterpart for nationally implemented projects. The Project Executive is: the National Director for the Environment.

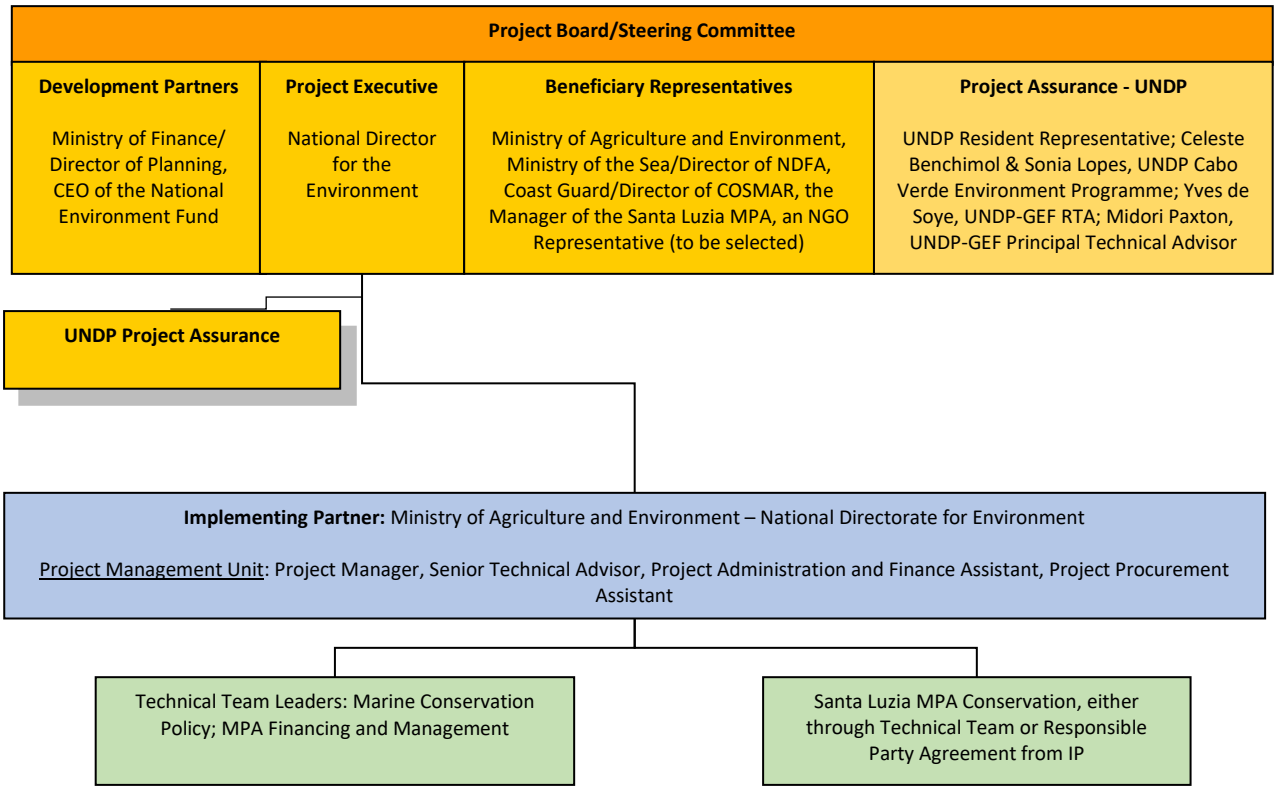
448. Beneficiary Representative(s): Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfil this role. The Beneficiary Representatives are: Ministry of Agriculture and Environment, Ministry of the Sea/Director of NDFA, Coast Guard/Director of COSMAR, the Manager of the Santa Luzia MPA, an NGO Representative (to be selected).

449. Development Partner(s): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partners are: Ministry of Finance/ Director of Planning, CEO of the National Environment Fund.

450. Project Assurance: UNDP performs the quality assurance and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed, and conflict of interest issues are monitored and addressed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three – tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of project execution.

451. Project extensions: The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs in excess of the CO's Agency fee specified in the DOA during the extension period must be covered by non-GEF resources.

Project organisation structure



Project Management Unit

452. A Project Management Unit will be set up and located in office premises provided by both the MAA (Praia) and MM (Mindelo) as part of the government's in-kind co-financing. The PMU will be headed by a Project Manager, appointed by the Implementing Partner, in consultation with project partners, and who must be different from the Implementing Partner's representative in the Project Board. The Project Manager will remain on contract until the Terminal Evaluation report and the corresponding management response have been finalized and the required tasks for operational closure and transfer of assets are fully completed. The PMU will moreover comprise a Project Administration and Finance Assistant, a Project Procurement Assistant, Technical Team Leaders and a number of experts, as required, engaged for variable lengths of time. A Senior Technical Advisor with proven experience in international marine conservation project support will assigned to this project. The STA will have the responsibility to make certain all project activities and outputs are generated in a timely fashion and done according to best international principles and practices. The STA will contribute to the generation of technical outputs, monitoring and other technical project aspects. The STA will likely be situated in the Mindelo offices.

Responsible Party for Component 3

453. The project will likely contract with a responsible national party to support implementation of Component 3. This work will be done with oversight by the PM and STA. During the project's inception phase, the DNA will enter into a contractual agreement with this party outlining the specific responsibilities.

Governance role for project target groups

454. The project will work with a range of target groups, including several key government agencies (MM, DNA, Coast Guard, and Ministry of Finance), private stakeholders (commercial fishing interests, tourism interests) and NGOs). The project is designed specifically to engage these stakeholders through a variety of formal and informal processes. This includes the Project's Board, but also through strategies associated with

MPA management planning, the design of regulatory and policy improvement recommendations, monitoring of project results and delivery of global environmental benefits and targeted capacity building and associated inter-agency platforms.

VII. FINANCIAL PLANNING AND MANAGEMENT

456. The total cost of the project is USD 26,115,652, including a GEF grant of USD 3,787,864 to be administered by UNDP and USD 22,327,788 in co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources as well as for any cash co-financing transferred to UNDP bank account only.

457. Confirmed Co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. Note that all project activities included in the project results framework that will be delivered by co-financing partners (even if the funds do not pass through UNDP accounts) must comply with UNDP's social and environmental standards. Co-financing will be used for the following project activities/outputs:

Co-financing source	Co-financing type	Co-financing amount US$	Planned Activities/Outputs	Risks
Recipient Government MAA	In-Kind Grant	710,000 7,400,750	MAA is the Implementing Partner and as such will work with the project under all Outcomes and Outputs. It will provide a venue for the PMU	Low Risk
Recipient Government: MM	In-Kind Grant	6,051,002 1,177,020	MM is a key partner as such will work with the project under all Outcomes and Outputs, with particular support for Outcomes 1, 3, and 4. It will provide a venue for the PMU	Low Risk
NGO to implement the activities for the result 3	Grant	6,989,016	The NGO to implement the component 3 will collaborate on all Outcomes, with inputs from on-going programs.	Low Risk
Total Co-financing		**22,327,788**		

458. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board.

Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF:

a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;

b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

459. Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

460. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

461. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen with 3 months after posting the TE report to the UNDP ERC.** The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

462. Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file. The transfer should be done before Project Management Unit complete their assignments.

463. Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 6 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

464. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

VIII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00131724	Atlas Primary Output Project ID:	00124661
Atlas Proposal or Award Title:	Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth		
Atlas Business Unit	CPV10		
Atlas Primary Output Project Title	UNDP GEF PIMS 5880 / Project Title: Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth		
UNDP-GEF PIMS No.	5880		
Implementing Partner	Ministry of Agriculture and Environment – National Directorate for Environment (DNA)		

GEF Component/ Atlas Activity	Resp. Party/ Impl. Agent	Fund ID	Donor Name	Atlas Budget Account Code	Atlas Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Budget Note
1: National frameworks for maritime sector planning and threat management operationalized	DNA	62000	GEF	71400	Contractual Services - Indiv	110,000	105,000	130,000	75,000	75,000	495,000	1
				71400	Contractual Services - Indiv	44,500	44,500	44,500	44,500	44,500	222,500	2
				72100	Contractual Services-Companies	43,500	43,500	43,500	43,500	43,500	217,500	3
				75700	Workshops and Training	20,000	20,000	20,000	20,000	20,000	100,000	4
				72500	Office Supplies	3,000	3,000	3,000	3,000	2,000	14,000	5
				71600	Travel	10,000	10,000	11,000	10,000	10,000	51,000	6
					Subtotal GEF	**231,000**	**226,000**	**252,000**	**196,000**	**195,000**	**1,100,000**	
2: Capacity for marine biodiversity conservation and sustainable use enhanced	DNA	62000	GEF	71200	International Consultants	80,000	80,000	80,000	80,000	80,000	400,000	7
				71300	Local Consultants	44,500	44,500	44,500	44,500	24,500	202,500	8
				72100	Contractual Services-Companies	14,000	14,000	14,000	14,000	14,000	70,000	9
				75700	Workshops and Training	8,000	8,000	6,000	4,000	4,000	30,000	10
				71600	Travel	5,000	5,000	5,000	5,000	5,000	25,000	11
					Subtotal GEF	**151,500**	**151,500**	**149,500**	**147,500**	**127,500**	**727,500**	
3: Capacity for marine biodiversity conservation and sustainable use enhanced	DNA	62000	GEF	71400	Contractual Services - Indiv	20,000	20,000	20,000	20,000	20,000	100,000	12
				71400	Contractual Services - Indiv	4,500	4,500	4,500	4,500	4,500	22,500	13
				72100	Contractual Services-Companies	245,000	245,000	245,000	240,000	230,000	1,205,000	14
				71600	Travel	7,000	5,490	5,000	5,000	5,000	27,490	15
					Subtotal GEF	**276,500**	**274,990**	**274,500**	**269,500**	**259,500**	**1,354,990**	
4: M&E, Learning and Knowledge Management	DNA	62000	GEF	71200	International Consultants	5,000	5,000	40,000	5,000	60,000	115,000	16
				71300	Local Consultants	4,500	4,500	14,500	4,500	14,500	42,500	17
				72100	Contractual Services-Companies	32,000	32,000	32,000	32,000	22,000	150,000	18
				74500	Miscellaneous	5,000	5,000	5,000	5,000	5,000	25,000	19
				725000	Office Supplies	2,500	2,500	2,500	1,500	1,000	10,000	20
				74100	Professional Fee	3,000	3,000	3,000	3,000	3,000	15,000	21
				71600	Travel	3,000	3,000	3,000	3,000	3,000	15,000	22
					Subtotal GEF	**55,000**	**55,000**	**100,000**	**54,000**	**108,500**	**372,500**	
Project Management	DNA	62000	GEF	71400	Contractual Services - Indiv	48,000	48,000	48,000	48,000	30,000	222,000	23
				71600	Travel	1,000	1,000	1,000	1,000	1,000	5,000	24
				72500	Office Supplies	1,874	1,000	1,000	1,000	1,000	5,874	25
					Subtotal GEF	**50,874**	**50,000**	**50,000**	**50,000**	**32,000**	**232,874**	
					Total GEF w/out PMC	**714,000**	**707,490**	**776,000**	**667,000**	**690,500**	**3,554,990**	
					Project Total GEF	**764,874**	**757,490**	**826,000**	**717,000**	**722,500**	**3,787,864**	

Summary of Funds: Please see also the co-financing letters in Annex.

Summary of Funds	Yr1	Yr2	Yr3	Yr4	Yr5	Total
GEF TF	764,874	757,490	826,000	717,000	722,500	**3,787,864**
MAA – DNA (in-kind)	110,000	130,000	150,000	160,000	160,000	**710,000**
MAA – DNA (grant)	500,000	1,500,000	1,800,000	1,800,750	1,800,000	**7,400,750**
MM (in-kind)	900,000	1,100,000	1,400,000	1,400,000	1,251,002	**6,051,002**
MM (Grant)	100,000	155,020	245,000	377,000	300,000	**1,177,020**
Contribution from the NGO to implement component 3	1,300,000	1,300,000	1,400,000	1,489,016	1,500,000	**6,989,016**
Subtotal Co-finance	**2,910,000**	**4,185,020**	**4,995,000**	**5,226,766**	**5,011,002**	**22,327,788**
TOTAL	**3,674,874**	**4,942,510**	**5,821,000**	**5,943,766**	**5,733,502**	**26,115,652**

Budget Notes

1	STA: 50% of overall costs to support outcome delivery; International expert to support delivery of Output 1.6 GIS-Based IMSP
2	National policy expert (20,000/yr*5yrs: $100,000); National GIS expert (IMSP) (20,000/yr*5yrs: $100,000); PM: 15% of overall costs to support outcome delivery (pro rata of $30,000/yr=$4,500/yr => $22,500 for 5 years)
3	International support for Output 1.1 capacity building program; National support for generation of Output 1.5 annual status of marine conservation reports
4	Support for Output 1.1 capacity building program training; Output 1.2 inter-agency coordination platform mtgs; and, PSC meetings
5	Printing, hardware, etc. to support outcome
6	Various travel to support outcome
7	International expert to lead Output 2.1 MPA management improvement: International expert to lead Output 2.2 sustainable financing; STA: 30% of overall cost for delivery of outcome;
8	Experts to support Output 2.1 MPA management improvement ($20,000/yr*4.5; Expert to lead Output 2.2 sustainable financing ($20,000/yr*4.5); PM: 15% of overall costs to support outcome delivery (pro rata of $30,000/yr=$4,500/yr => $22,500 for 5 years);
9	Generation of annual reports on MPA Management Targets
10	MPA management and financial planning training
11	Various travel to support outcome
12	STA: 15% of overall costs to support outcome delivery
13	PM: 15% of overall costs to support outcome delivery (pro rata of $30,000/yr=$4,500/yr => $22,500 for 5 years)
14	Sub-contract LOA: Strategic Santa Luzia MPA management plan (Approx. US$ 50,000); Sustainable Santa Luzia MPA funding strategy (Approx. US$ 50,000); Retain and support two full-time Santa Luzia MPA conservation specialists (Approx. US$ 225,000); Santa Luzia MPA tourism planning and concession (Approx. US$ 50,000); Santa Luzia MPA sustainable fisheries management strategy (Approx. US$ 50,000); Santa Luzia MPA commercial fishing access and use policy (Approx. US$ 60,000); Santa Luzia MPA vessel monitoring and reporting (Approx. US$ 160,000); Santa Luzia MPA marine resource monitoring (Approx. US$ 160,000); Santa Luzia MPA inter-agency fisheries management MOU (Approx. US$ 30,000); Santa Luzia MPA Billfish tagging program (Approx. US$ 50,000); Santa Luzia MPA fisheries monitoring and reporting mechanism (Approx. US$ 125,000); Santa Luzia MPA ecosystem management improvements (Approx. US$ 120,000); Santa Luzia MPA ecosystem value chain improvements (Approx. US$ 75,000)
15	Various travel to support outcome
16	Mid-term evaluation and terminal evaluation; STA: 5% of overall costs to support outcome delivery
17	Mid-term evaluation ($10,000) and terminal evaluation ($10,000); PM: 15% of overall costs to support outcome delivery (pro rata of $30,000/yr=$4,500/yr => $22,500 for 5 years)
18	Design and management of knowledge management tools (web, social media, etc) and project communications
19	Publications and printing for project knowledge materials
20	Printing, hardware, etc. to support outcome

21	Audit fees
22	Various travel to support outcome
23	40% of project manager (pro rata of $30,000/yr=$12,000/yr => $60,000 for 5 yrs); Project Administration and Finance Assistant ($18,000/yr*5=$90,000); Project Procurement Assistant ($18,000/yr*4=$72,000)
24	Various travel to support project management
25	Printing, hardware, etc. to support PM

IX. LEGAL CONTEXT

463. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Cabo Verde and UNDP, signed on 31 January 1976. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

464. This project will be implemented by Ministry of Agriculture and Environment under UNDP supported NIM modality in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

465. The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

466. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

467. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

468. assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

469. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

470. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

471. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

472. (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

473. (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

474. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

475. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

476. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

477. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

478. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

479. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to

their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

480. The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

481. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

482. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

483. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

484. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

485. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

486. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

487. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

488. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

489. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

490. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

491. *Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

492. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

493. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

494. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI ANNEXES

A. Multi-year Workplan
B. GEF Tracking Tool (s) and Core Indicators
C. Terms of Reference
D. UNDP Social and Environmental and Social Screening Template (SESP) and Environmental and Social Management Plan (ESMP) for moderate and high-risk projects
E. Stakeholder Engagement Plan
F. Gender Analysis and Action Plan
G. UNDP Risk Log
H. Results of the capacity assessment of the project implementing partner and HACT micro assessment
I. UNDP Project Quality Assurance Report
J. Knowledge Management Plan
K. GEF OFP Endorsement Letter at PIF Stage
L. UNDP Support Services: GEF OFP Request Letter and Letter of Agreement
M. Letters of Co-Financing

Annex A: Multi Year Work Plan

** Comprehensive implementation strategy covering entire project duration with benchmarks for achievement to be completed at project inception.

Output	Indicator	Responsible Party	Year 1				Year 2				Year 3				Year 4				Year 5			
			Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Component 1: National frameworks for maritime sector planning and threat management operationalized																						
Output 1.1Capacity building program for marine resource decision-makers implemented	10 topical workshops	EMar/MM																				
Output 1.2 Inter-Agency platform established to coordinate and informed marine environment management decision-making	10 platform meetings	DNPA/MM																				
Output 1.3 Formal regulatory and policy assessment and recommendations delivered	Regulatory and policy assessment and associated recommendations completed	DNPA/MM																				
Output 1.4 Marine conservation concerns mainstreamed within the Blue Growth Strategy and associated investment plans	Initial set of recommendations completed; Review strategy and provide necessary comments and recommendations	IMar&DNPA/MM																				
Output 1.5 National status of marine resources annual summary reports completed	Four annual "Status of National Marine Resources" reports	IMar/MM DNA																				
Output 1.6 GIS-based Integrated Marine Spatial Planning (IMSP) platform established	Spatial plan completed	IMar/MM																				
Output 1.7 Implementation of IMO convention covering IAS	Signatory of the convention	IMP/MM																				
Outcome 2: Capacity for marine biodiversity conservation and sustainable use enhanced																						
Output 2.1 Effective national regulatory and management framework for MPA system implemented	Initial assessment completed; Annual assessment and update reports; National MPA Regulation recommendations Demarcation; MPA Guidelines and Management Plans	DA																				
Output 2.2 Sustainable financing system realized for national MPA system	Assessment and finalized financing strategy Annual Financing and Conservation Impact Reporting	DA																				

	Strengthened Financial Management of Individual MPA's																						
Component 3: Marine biodiversity effectively conserved in Santa Luzia-Branco-Raso NR																							
Output 3.1 Effective MPA management operational	Effective management planning for MPA's Demarcation of MPA's Sustainable MPA funding strategy MPA Staffing Tourism Planning and Concession	DNA DNPA/ MM																					
Output 3.2 Sustainable fisheries management implemented	Sustainable Fisheries Management Strategy Commercial Fishing Access and Use Policy	DNA DNPA/ MM																					
Output 3.3 Improved scientific monitoring and in-situ surveillance tools in place	Vessel Monitoring and Reporting MPA Marine Resource Monitoring Inter-agency Fisheries Management MOU Billfish Tagging Program Fisheries Monitoring and Reporting Mechanisms	DNA IGP/M M																					
Output 3.4 Livelihood and value chain improvements for artisanal fishing interests established to incentivize MPA conservation	Value-Chains in place Improved Fishing Management for Santa Luzia Associated Ecosystems	DNA DNPA/ MM																					
Component 4: M&E, Learning and Knowledge Management																							
Output 4.1 Project-specific M&E/MRV framework developed	Mid-term Review Terminal Evaluation	UNDP																					
Output 4.2 Selected learning and knowledge management products developed and disseminated	Practices and case studies from project codified and disseminated social media operational Knowledge management portal/website in place	DNPA/ MM																					

Annex B: METT and GEF Core Indicator

METT attached in separate document.

CORE INDICATOR 2: MARINE PROTECTED AREAS CREATED OR UNDER IMPROVED MANAGEMENT FOR CONSERVATION AND SUSTAINABLE USE (HECTARES)

Ha (expected at PIF)	Ha (expected at CEO Endorsement)	Ha (achieved at MTR)	Ha (achieved at TE)
45,462	56,240	TBD	TBD

Figure at a given stage must be the sum of all figures reported under the two sub-indicators (2.1 and 2.2) for that stage.

2.1 Marine protected areas newly created

Total Ha (expected at PIF)	Total Ha (expected at CEO Endorsement)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
N/A	N/A	N/A	N/A

Name of PA	WDPA ID	IUCN Category	Total Ha (expected at PIF)	Total Ha (expected at CEO Endorsement)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
N/A	N/A	N/A	N/A	N/A	N/A	N/A

Name of PA	METT Score at CEO Endorsement	METT Score at MTR	METT Score at TE
N/A	N/A	N/A	N/A

2.2 Marine protected areas under improved management effectiveness

Total Ha (expected at PIF)	Total Ha (expected at CEO Endorsement)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
45,462	56,240	TBD	TBD

Name of PA	WDPA ID	IUCN Category	Total Ha (expected at PIF)	Total Ha (expected at CEO Endorsement)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
Complex of PAs of Santa Luzia, Branco and Raso	N/A	N/A	45,462	56,240	TBD	TBD
Totals	45,462		56,240		TBD	TBD

Name of PA	METT Score at CEO Endorsement	METT Score at MTR	METT Score at TE
Complex of PA of Santa Luzia, Branco and Raso	25	TBD	TBD

CORE INDICATOR 11: NUMBER OF DIRECT BENEFICIARIES DISAGGREGATED BY GENDER AS CO-BENEFIT OF GEF INVESTMENT

	Total number (expected at PIF)	Total number (expected at CEO Endorsement)	Total number (achieved at MTR)	Total number (achieved at TE)
Women	2,000	2,000	2,000	2,000
Men	2,000	2,000	2,000	2,000
Total	4,000	4,000	4,000	4,000

Annex C: Terms of Reference

Project Manager

Background

The Project Manager (PM) will have an established and proven track record with the effective implementation of biodiversity conservation programming. This will include a fundamental understanding of ecosystem-based conservation approaches and, ideally, a strong background in marine conservation and environmental policy-making.

The PM has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project Board. The PM will be locally recruited with inputs to the selection process from project partners and will be funded entirely from the Project. The PM will report to the PD in close consultation with the assigned UNDP Programme Manager for all of the Project's substantive and administrative issues. From the strategic point of view of the Project, the PM will report on a periodic basis to the Project Board, based on the PD's instruction. Generally, the PM will support the PD who will be responsible for meeting government obligations under the Project, under the supported NIM execution modality. The PM will perform a liaison role with the government, UNDP and other UN agencies, CSOs and project partners, and maintain close collaboration with other donor agencies providing co-financing. The PM will work closely with the Project Implementation Unit Coordinators.

The PM will be responsible for the overall management of the Project, including the mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors; and will play a key role in the delivery of selected technical work and M&E under all four technical components.

Specific Duties and Responsibilities

Management and administrative M&E

- Manage the overall conduct of the project.
- Provide direction and guidance to project team(s)/ responsible party (ies); supervise and coordinate the work of all project staff, consultants and sub-contractors ensuring timing and quality of outputs.
- Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Coordinate all project inputs and ensure that they are adhere to UNDP procedures for nationally executed projects.
- Coordinate the recruitment and selection of project personnel, consultants and sub-contracts, including drafting terms of reference and work specifications and overseeing all contractors' work.
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the UNDP provided format.
- Prepare, revise and submit multi-year, annual and quarterly workplans, as required by Project Board and UNDP.
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports, submitted on a quarterly basis.
- Liaise with UNDP, Project Board, relevant government agencies, and all project partners, including donor organisations and CSOs for effective coordination of all project activities.
- Monitor progress, watch for plan deviations, and make course corrections when needed within project board-agreed tolerances to achieve results.
- Facilitate administrative support to subcontractors and training activities supported by the Project.
- Provide support for completion of assessments required by UNDP, spot checks and audits.
- Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Prepare and submit financial reports to UNDP on a quarterly basis.
- Assess major and minor amendments to the project within the parameters set by UNDP-GEF.
- Assists and advises the Project Implementation Units responsible for activity implementation in the target sites.
- Carry regular, announced and unannounced inspections of all sites and the activities of the Project Implementation Units.

Technical leadership, inputs and technical M&E

- Supervise, coordinate and contribute to the achievement of project outcomes and production of project outputs across all technical components, as per the project document, in a timely and high-quality fashion.

- Prepare and ensure timely submission of Inception Report (no later than one month after the inception workshop), annual GEF Project Implementation Reports, Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF and other oversight agencies.
- Monitor events as determined in the project monitoring plan and update the plan as required.
- Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR.
- Monitor and track progress against the GEF Core indicators.
- Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
- Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities.
- Support and inform the Mid-term review and Terminal Evaluation process.
- Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans.
- Disseminate project reports and respond to queries from concerned stakeholders.
- Report progress of project to the steering committees and ensure the fulfilment of PSC directives.
- Capture lessons learned during project implementation and oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally.
- Assist community groups, municipalities, CSOs, staff, students and others with development of essential skills through training workshops and on-the-job training thereby increasing their institutional capabilities.
- Encourage staff, partners and consultants such that strategic, intentional and demonstrable efforts are made to actively include women in the project, including activity design and planning, budgeting, staff and consultant hiring, subcontracting, purchasing, formal community governance and advocacy, outreach to social organizations, training, participation in meetings; and access to program benefits.

Required skills and expertise

- A university degree (MSc or PhD) in a subject related to natural resource management or environmental sciences.
- At least 10 years of experience in natural resource management (preferably in the context of marine conservation).
- At least 5 years of demonstrable project/programme management experience.
- At least 5 years of experience working with ministries, national or provincial institutions that are concerned with natural resource and/or environmental management.

Competencies

- Strong leadership, managerial and coordination skills, with a demonstrated ability to effectively coordinate the implementation of large multi-stakeholder projects, including financial and technical aspects.
- Ability to effectively manage technical and administrative teams, work with a wide range of stakeholders across various sectors and at all levels, to develop durable partnerships with collaborating agencies.
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project.
- Ability to coordinate and supervise multiple Project Implementation Units in their implementation of technical activities in partnership with a variety of subnational stakeholder groups, including community and government.
- Strong drafting, presentation and reporting skills.
- Strong communication skills, especially in timely and accurate responses to emails.
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search.
- Strong knowledge about the political and socio-economic context related to the Indonesian protected area system, biodiversity conservation and law enforcement at national and subnational levels.
- Excellent command of Portuguese and English.

Senior Technical Advisor

The Senior Technical Advisor will lead the technical project work to be carried out under all Outcomes. The STA will take a very active role in the creation and delivery of project outputs. The STA will be fully responsible for ensuring the technical quality of all project activity. This person will be directly responsible for making certain deliverables are promoting the achievement of desired GEB's, including conservation of globally significant biodiversity. This will include oversight of technical experts, assistance with recruitment, completion of ToRs and other quality assurances. The STA will support the Government with the design and implementation of policy and recommendations, including mainstreaming of conservation objectives across the marine management institutional platforms. This person should be

fully qualified to provide professional, international level expertise and capacity building support to the project. This includes verifiable experience with the implementation of complex, multi-dimensional marine conservation programming. The ideal STA will have a strong background in fisheries, MPA, and marine management policy.

Duties and Responsibilities

Technical supervision, advice and quality assurance:

- Provide strategic analyses on issues relating to marine conservation management with a view to identifying appropriate 'entry points' and recommending appropriate strategic responses through the best possible project support;
- Lead and provide technical supervision, guidance and support to the project technical team (including consultants and local stakeholders) so it can carry out efforts outlined in the project document.
- Provide the necessary technical support to develop technical briefs and terms of reference for technical experts and consultants engaged for work envisaged.
- Lead in designing and putting in place as required, quality control/peer review mechanisms for technical reviews/contributions from consultants, government experts and the private sector to ensure the highest quality of outputs/products, publications, discussion papers and briefs.

Support to the PM with project planning, M&E and reporting:

- Provide leadership for any necessary update and revision of indicators, baselines, targets, and means of verification,
- Provide advice and inputs to the preparation of project progress reports, including reports to Project Donors as required, focusing on capturing results, lessons, and follow up actions;

Capacity building of the implementing partners and knowledge transfer:

- Lead in the development and provision of oversight in capacity building, including mentoring of local counterparts by consultants at community level, and identify appropriate training opportunities;
- Mainstream lessons and best practices learned elsewhere into capacity building activities for the project teams;
- Transfer and apply technical knowledge and experience from his/her academic background and professional experience to enhance technical knowledge of relevant staff of the Project.

Partnerships, advocacy and resource mobilization:

- Develop and maintain strategic networks and partnerships with relevant donors and development partners working on activities of interest with a view to mobilize resources to ensure achievement of the goal marine conservation;
- Search and analyse information and activities relating to marine conservation, identify possible aspects/themes of cooperation, advise on strategically linking the project with other national, regional and global initiatives by other development partners, the private sector, and communities;
- Identify opportunities for advocacy, policy dialogues, and technical discussions with the Government, development partners and all relevant stakeholders;

Required Skills and Experience

- Advanced university degree (Master's Degree/Juris doctorate);
- At least 5 years of international project experience in marine conservation with a particular emphasis upon issues of marine policy, fisheries, and marine conservation areas;
- Proven leadership experience with technical teams;
- A track record of engagement with senior levels of government, United Nations and donors;
- Experience working within a UN agency.
- Ability to work equally successfully with community members at grassroots level and corporations and other private sector exponents;
- Fluency in English, including excellent writing skills, is required.
- Knowledge of Portuguese and/or Spanish is recommended.

Project Administration and Finance Assistant

The Project Assistant (PA) role provides project administration and financial support to the Project Manager as required by the needs of the project or Project Manager, and direct and specific support to technical activities carried out by various experts and led by the STA.

Some specific tasks of the PA include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and Reporting:

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Direct support to technical activities:

- Support in research related to the project activities
- Assist with the overall process of engaging contractors and consultants
- Maintain liaison with the co-financing partners
- Create and foster good working relationships with project partners
- Take lead role in organizing workshops, public meetings and similar events
- Collaborate with the Technical and Planning Team Leaders on the production and publication of information material
- Establish collaboration with the media as an avenue for project outreach
- With the PM, lead efforts for project outreach and public participation, especially with identified and participating

Qualifications and Skills

- University degree in environmental science, business and/or related fields;
- Minimum of 3 years of experience in related field with a Bachelor's Degree.
- Solid experience of budgeting, planning and reporting on foreign funded project.
- Knowledge in administrative and accounting procedures of the Government
- Good computer skills in common word processing (MS Word), spreadsheet (MS Excel), and accounting software.
- Appropriate English and Portuguese language skills, both spoken and written.

Project Procurement Assistant

Under the overall supervision and guidance of the PM, the Procurement, Admin & Finance Officer will lead procurement of goods and services required by the Project, ensuring transparency and integrity. Specific responsibilities will include:

- Provide inputs to preparation of the Project Procurement Plan based on the Annual Work Plans and its timely and regular updating according to the project activities
- Organize procurement processes including preparation and conduct of RFQs, ITBs or RFPs, receipt of quotations, bids or proposals, their evaluation, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulations. Support the procurement process to ensure that it is fair, competitive, transparent, ethical and provides best value for money as well as the procurement action is in accordance with UNDP rules and regulations, procedures and instructions.
- Provide information on procurements to the PM and Project Admin & Finance Assistant and ensure all project-related financial documentation are well maintained and readily available when required.
- Provide necessary financial information as and when required for project management decisions.
- Provide necessary information during project audit(s).
- Liaise and follow up with responsible parties for implementation of project activities in matters related to project procurement.

Qualifications and Skills

- Degree or an advanced diploma in accounting, procurement, management or a related field.
- At least five years of relevant work experience preferably in a project management setting involving multi-lateral/ international funding agency. Previous experience with UNDP or UN project will be a definite asset.
- Proficiency in the use of computer software applications particularly MS Excel.
- Excellent command of Portuguese, with English skills preferred.

Eco-guards

Under the overall supervision and guidance of the Park Management, eco-guards' responsibilities will include:

- Work in land surveillance on the island of Santa Luzia;
  Participate in the marine inspection missions of the Reserve;
- Approach and raise awareness of offenders in the Reserve area;
- Collaborate in the assessment in cases of violations of the rules of the Reserve;
- Register and control the entry and exit of people from the island of Santa Luzia and islets;
- Ensure the good conservation and hygiene conditions of the guards' shelters in Santa Luzia;
- Participate in the management of the fishermen's shelter;
- Fulfil other attributions given to it by the reserve managing body

Qualifications and Skills:

- Minimum 4th year of schooling;
- Good physical condition;
- Ability to work in the field for long periods;
- Ease of adaptation to extreme conditions;
- Sense of responsibility and teamwork;
- Basic knowledge of navigation.
- Cap-Verdean Citizenship

Annex D: Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Managing Multiple Sector Threats on Marine Ecosystems to Achieve Sustainable Blue Growth
2. Project Number (i.e. Atlas project ID, PIMS+)	00131724; PIMS 5880
3. Location (Global/Region/Country)	Cabo Verde
4. Project stage (Design or Implementation)	Implementation
5. Date	27 October 2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
Consistent with the human rights principle of non-discrimination and equality, the Project supports a participatory and inclusive approach to the management of Marine Protected Areas (MPAs) in Cabo Verde by: i) incorporating local communities, particularly those involved in artisanal fishing, in the decision-making processes that may impact them through their participation in the design, implementation and monitoring of Project activities; ii) building the capacity of communities to participate in decision making through training and support for the sustainable management and harvesting of marine resources; and iii) enhancing the availability, accessibility and quality of benefits and services for potentially marginalized individuals and groups through the negotiation and implementation of co-management agreements based on the sustainable use of natural resources within and around MPAs. Furthermore, the Project has been designed to avoid or minimize any negative impacts on the access of local communities to marine resources and, through its long-term impact on the sustainability of those marine resources, intends to produce a positive impact on local livelihoods.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The Project fully incorporates gender issues in its conceptualization, design and implementation. The Project preparation ensured that gender considerations are an integral part of the Project strategy. This included the recruitment of a Gender Specialist who prepared the Gender Analysis and Action Plan for the Project. The Action Plan reflects the importance that UNDP and GEF place on women's empowerment and gender equality. Its objective is to implement Project activities from a gender perspective and, above all, to ensure that the Project results in benefits for the environment as well as for gender equality and the empowerment of women. The gender analysis included an evaluation of artisanal fisheries in the Santa Luzia MPA Complex using observation, consultation and interview techniques, which considered the roles of men and women, decision making and power relations, and the acquisition and transmission of knowledge regarding fishing and commercialization of catches. The Action Plan defines gender-specific actions and indicators for each Project output, as well as institutional responsibilities for, respectively, their implementation and collection.

The Project is designed and will be implemented with gender-related issues consistently embedded and reflected throughout the Project strategy. This includes the following actions:

- All Project-associated policies, programs and schemes will formally recognize and embed objectives related to improving the quality of life for women. This includes all activities related to each of the outputs. All strategies and other policy improvements will formally recognize gender-based objectives.
- Data collection and monitoring programs will include gender analysis. This will be modelled through relevant Project monitoring that disaggregates indicators based upon gender. These indicators will help determine if positive Project impacts and benefits effectively accrue to women and women-headed households. This will include formulation of gender objectives, collection of gender disaggregated data and analysis of gender issues in reporting and monitoring materials.
- Communications and knowledge management tools will have gender-specific materials and sections. The Project will use knowledge management tools to facilitate the development of networks of women contributing to Project objectives. The Project will support this through a network of female cohorts established through extension and community services.
- The guidelines for activities and operations will require minimum female representation. The Project will be implemented to make certain Government-mandated female participation is meaningfully implemented.
- Ground-level interventions will be designed with gender-specific functions and cohorts. These will serve as a tool to make certain women are full participants in developed strategies and investments. As noted, this will include establishment of gender-specific capacity building and female cohorts.
- A set of training and awareness programs will be tailored specifically to women's needs, as defined and supported by women. This will likely include enhanced income opportunities for women, participation in higher links of value chains and identification of gender-specific activity improvements. This will be augmented by funding and support for women- specific initiatives.

Briefly describe in the space below how the project mainstreams sustainability and resilience

Sustainability of marine resources, and adaptation and resilience to climate change are at the core of the Project "Managing Multiple Sector Threats on Marine Ecosystems to Achieve Sustainable Blue Growth". Each of the four Project components is designed to catalyze and result in the transformations required to assist Cabo Verde in overcoming the three major threats identified in the Project Document to the country's globally significant marine biodiversity: over-exploitation of marine resources, marine habitat degradation and climate change. The first component will ensure that a full set of functioning and self-sustaining national frameworks for maritime sector planning and threat management are operationalized. The second will make certain that an effective national regulatory and management framework for the MPA system is implemented and sustainably financed. The third will assist in securing the conservation of Cabo Verde's largest MPA complex. The fourth will set in place a functional system to support monitoring, evaluation and knowledge management to inform adaptive and strategic management. The next four paragraphs provide an overview of, respectively, each of the four Project components.

Component 1 (National Frameworks for Maritime Sector Planning and Threat Management Operationalized) will assist with building national capacities required to realize informed, strategic, and adaptive marine environment management that fully incorporates the achievement of conservation objectives. This Component will support the establishment of a capacity building program focused upon a more coordinated and coherent national institutional and regulatory framework. It will also enhance coordination between institutions. This Component will foster the creation of an inter-agency platform designed to support integrated decision-making. Importantly, this work will focus upon mainstreaming marine conservation within national strategies, including the Blue Growth Strategy and the national budget and planning process. This Component will assist the Government and other stakeholders to implement a more transparent and informed monitoring and reporting mechanism to help drive a strategic and informed decision making and scrutinize progress made towards conservation and management objectives. This will include specific tools such as Integrated Marine Spatial Planning.

Component 2 (Capacity for Marine Biodiversity Conservation and Sustainable Use Enhanced) will focus efforts on a more localized scale, addressing the specific regulatory and financing needs that restrain the national MPA system from being operational. This Component will assist the Government and concerned stakeholders to design regulatory and management improvements for the entire MPA network. This will be supported by a strategic approach towards identification of management needs, the demarcation of current "paper-parks", and the design and adoption of an improved national MPA regulatory framework. The Project will make certain that adopted changes are implemented and supported beyond the project period by augmenting management changes with financing improvements. This will include assisting the Government to complete and implement a Sustainable Management Strategy.

Component 3 (Marine Biodiversity Effectively Conserved in Santa Luzia-Branco-Raso Natural Reserve) will assist the Government of Cabo Verde to establish the Santa Luzia MPA Complex as the nation's preeminent example of marine conservation effectiveness. This Component will build upon and integrate the results of Component 2 efforts. This Component will effectuate these results and provide lessons by offering the technical support required to complete an implement an effective MPA Management Plan. This will include an innovative approach towards sustainable financing and staff capacity building so that Santa Luzia becomes the country's first MPA with trained personnel dedicated exclusively to ensuring the conservation of globally significant marine biodiversity within the country's largest MPA. This Component will assist the Government with a management regime that incorporates communities near the MPA who rely upon its resources for sustainable livelihoods and food security. The component will assist the

Government in establishing an effective park staff responsible for the control of the park, the eco-guards. This Component will take an ecosystem-based approach, working to strengthen the management and conservation of the marine environment both within and around the MPA. It will address management challenges related to fragmented agency responsibilities by catalyzing innovations for more coordinated conservation efforts. This will include establishing conservation improvements such as better fishing and marine environment management through coordinated planning, regulation, reporting and monitoring tools. Current commercial fishing interests and other stakeholders will be incentivized to engage in conservation efforts in part through project innovations in market chains and other value additions.

Component 4 (Monitoring and Evaluation, Learning and Knowledge Management) will assist the Government and concerned stakeholders to establish a number of information gathering and reporting tools. This will help to build awareness and capacity to better inform management decision-making. Part of this effort will include the creation of a knowledge management portal. This Component will make certain that information is available both at the national and regional levels, but also can help to provide lessons and best practices for international replication and learning. This will be augmented by Project-specific monitoring, evaluation and reporting to ensure that Project activities and investments are on-track to deliver desired outcomes and global environment benefits.

Briefly describe in the space below how the project strengthens accountability to stakeholders

The Project design relied on a highly stakeholder-driven process. During the development of the Project Identification Form and Project Document, extensive efforts were made to fully engage all relevant stakeholders. This was done through several international missions, work directly by national NGOs and partners, the Government's own efforts and the work of the UNDP/CO. Key government agencies and partners were consulted multiple times. Each of the partner projects were engaged several times with detailed meetings held. Women's groups and individual households were consulted with issues discussed.

Participatory and collaborative meetings were held. This included organization of round-table discussions where stakeholders representing a variety of interests were engaged in lively meetings regarding how best to approach the Project design in order to maximize benefits and remain realistic regarding national capacities.

The design process engaged directly with the private sector. This included meeting with organizations such as the National Port Company Administration, meetings at docksides with fisheries, tourism and other private entities concerned with marine conservation issues. The design effort involved meeting with artisanal fishing captains and representatives of national semi-industrial and artisanal fishing organizations. Project designers visited, interacted and interviewed private fish marketers and sellers to gain a better understanding of how these processes work and how best to design the Project to address their conservation concerns. Members of academia were consulted with extensively and involved in round-table discussions.

Individual meetings were held with the leadership of each of the primary ministries concerned, including MEM, DNA, MoF and Coast Guard, and associated technical staff. Meetings were held with the CEOs of both the Tourism and Environment Funds. The management authorities for protected areas, and particularly the Santa Luzia MPA, were fully engaged throughout the Project design process. This included participating in field missions and meetings with government agencies, donors and other Project stakeholders and implementation partners.

The same participatory approach applied during Project design will be carried forward during implementation. This includes a host of engagement strategies that are fully embedded in each of the Project components. To help in this effort, a comprehensive Stakeholder Engagement Plan was prepared, whose implementation details (e.g., venues, agendas, participant, timings, etc.) will be fully developed during the very early stages of Project implementation. The planned participatory and consultative process will afford plenty of opportunities to inform Project-affected people about UNDP's Accountability Mechanism.

In addition to the above, the two initial environmental and social management plans for the Project, the Environmental and Social Management Framework (ESMF) prepared during Project design, and the Process Framework (PF) to de developed during Project implementation, include Grievance Redress Mechanisms.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: Insufficient institutional capacity to implement the Project in an equitable manner Output 1.1, consisting of a capacity building program specifically tailored for decision makers, is crucial to the success of the Project which, if not adequately planned, implemented and monitored, could jeopardize the viability of the whole Project. Other institutional strengthening activities included in Components 2 and 3 are also important for the effective implementation of the Project. The ProDoc identifies institutional capacity issues as the root causes of the three main threats (i.e., unsustainable fish harvest, habitat loss and climate change) to Cabo Verde's globally	I = 4 L = 2	**Moderate**		Component 1 will assist with strengthening national capacities required to realize informed, strategic and adaptive marine environment management that fully incorporates the achievement of conservation objectives, and will support the implementation of a capacity building program focused on a more coordinated and coherent national institutional and regulatory framework. Component 2 will center on building the national capacity for marine biodiversity conservation and sustainable use in the Marine Protected Area (MPA) system. Component 3 will strengthen the capacity of the technical, professional and managerial staff of the Santa Luzia MPA Complex. Component 4 will develop and disseminate selected learning and knowledge management products, including lessons learned, best practices and case studies related to the implementation of the Project.

significant marine biodiversity. Furthermore, the ProDoc identifies insufficient capacity, experience and knowledge as the main barriers to addressing the roots causes of the above threats. Correspondingly, the Project objective is to strengthen the country's systemic and institutional capacity for reducing multiple threats to globally significant marine ecosystems and achieve sustainable blue growth in Cabo Verde and, therefore, the Project strategy has a strong capacity development focus. **Principle: Human Rights, Question P.2**				The Project budget sets aside adequate funding for capacity building activities, including contracting internationally-recognized experts.
Risk 2: Exclusion of potentially affected stakeholders from decision making, including women Stakeholders potentially affected by the Project, who are also the main beneficiaries of some of its positive impacts, largely include women, whose main role in the artisanal fishing value chain is commercialization of catches, and artisanal fishermen, both of whom may not necessarily have the communication skills, self-confidence and resources to actively and fully participate in the consultative and participatory	I = 3 L = 3	**Moderate**		The Project design relied on a highly stakeholder-driven process. During the development of the Project Identification Form and Project Document, extensive efforts were made to fully engage all relevant stakeholders in participatory and collaborative meetings and consultations that included women's groups, fish marketers and sellers, artisanal fishing captains, representatives of national artisanal and semi-industrial fishing organizations, NGOs and individual households. The same participatory approach applied during Project design will be carried forward during implementation. This includes a host of engagement strategies that are fully embedded in each of the Project components. To help in this effort, a comprehensive Stakeholder

processes planned for the Project during implementation, and therefore may be left out of decision making related to Project activities. This risk may arise if those stakeholders are not actively and specifically targeted by the Project, and offered ample opportunities and means for culturally appropriate, meaningful, free and informed consultation and participation. **Principle: Human Rights, Questions P.3 and P.5.** **Principle: Gender Equality and Women's Empowerment, Questions P.10 and P.11.** **Principle: Accountability, Question P.13**				Engagement Plan was prepared, whose implementation details (e.g., venues, agendas, participants, timings, etc.) will be fully developed during the very early stages of Project implementation. Consistent with the human rights principle of non-discrimination and equality, the Project supports a participatory and inclusive approach to the management of MPAs by: i) incorporating local communities, particularly those involved in artisanal fishing, in the decision-making processes that may impact them through their participation in the design, implementation and monitoring of Project activities; ii) building the capacity of communities to participate in decision making through training and support for the sustainable management and harvesting of marine resources; and iii) enhancing the availability, accessibility and quality of benefits and services for potentially marginalized individuals and groups through the negotiation and implementation of co-management agreements based on the sustainable use of natural resources within and around MPAs. Furthermore, the Project has been designed to avoid or minimize any negative impacts on the access of local communities to marine resources and, through its long-term impact on the sustainability of those marine resources, intends to produce a positive impact on local livelihoods. In addition to the above, the Project fully incorporates gender issues in its conceptualization, design and implementation. The Project preparation ensured that gender

				considerations are an integral part of the Project strategy. The Project is designed and will be implemented with gender-related issues consistently embedded and reflected throughout the Project strategy. A Gender Analysis and Action Plan was developed, whose objective is to implement Project activities from a gender perspective and, above all, to ensure that the Project results in benefits for the environment as well as for gender equality and the empowerment of women. The Action Plan defines gender-specific actions and indicators for each Project output, as well as institutional responsibilities for, respectively, their implementation and collection. Both the Stakeholder Engagement Plan, and the Gender Analysis and Action Plan will be fully funded under the Project. The two initial environmental and social management plans for the Project, the Environmental and Social Management Framework (ESMF) prepared during Project design, and the Process Framework (PF) to de developed during Project implementation, include Grievance Redress Mechanisms.
Risk 3: Grievances from potentially affected stakeholders Some fishers may raise grievances or complaints regarding the consultation and participation process and/or compensation and rehabilitation measures associated with the possible economic displacement potentially brought about by the	I = 3 L = 3	**Moderate**	The potential risk of economic displacement is discussed separately under Risk 7 below. The likely adverse impacts of touristic activities, and artisanal and semi-industrial fish value chain improvements are	In relation to the risk of grievances or objections from stakeholders, as explained in the management measures for Risk 2 above, the Project design was undertaken following a strong stakeholder consultation process that included vulnerable and marginalized populations and, further, a Stakeholder Engagement Plan was developed for the Project. In addition, the specific social and environmental management instrument that will address the risk of economic displacement (i.e.,

loss or restriction of access to marine resources in the Santa Luzia MPA Complex and its associated São Vicente marine ecosystem. This would be due to the implementation and enforcement of the planning, regulatory and management measures in these areas included under Component 3 which cover, among other aspects, fish harvesting and marine resource use zones. In addition, stakeholders may express grievances or complaints in relation to potential negative impacts of the touristic activities or fish value chain improvements proposed for the Santa Luzia MPA Complex under Component 3, both of which lacked specificity at the Project design stage in terms of their locations, technical characteristics and implementation modalities. An illustration of the above is that traditional artisanal and semi-industrial fishers may complain about the possible disturbance to fish populations caused by sports activities such as jet skiing, if resource use areas are not adequately consulted, planned, regulated and enforced. Likewise, some artisanal and semi-industrial fishers may introduce grievances			specifically described under Risk 5 below.	the Process Framework, which will be developed during Project implementation) will include a Grievance Redress Mechanism. Further, the specific social and environmental management instrument that will address the risks posed by the activities designed to support tourism and fish value chain improvements (i.e., Environmental and Social Management Framework), contains a Grievance Redress Mechanism.

dealing with their exclusion from a particular value chain or lack of consultation regarding the structure of value chains, in case a fully participatory and transparent consultation process is not implemented. **Principle: Accountability, Question P.14**				
Risk 4: Disturbance to marine habitats and biodiversity The Project involves the conduct of studies and surveys in Marine Protected Areas (MPAs) and other areas with globally significant marine biodiversity, required for the formulation of policy and regulatory frameworks and planning instruments for the sustainable management of those areas, which may cause small and temporary disturbances to marine habitats and resources. Examples of these studies and surveys are the assessment of biodiversity resources and threats, demarcation of marine boundaries, determination of indicator species and habitats, evaluation of potential influences of climate change on marine ecosystems and fisheries, etc. **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management, Question 1.2**	I = 1 L = 2	**Low**	The planned studies and surveys will be carefully designed, implemented and monitored, in accordance with accepted best practices and protocols in the respective fields of study, in order to avoid or minimize potential disturbances to marine habitats and resources.	

Risk 5: Disturbance to or degradation of marine habitats and biodiversity, and/or commercial fish populations The Project entails support to the design and implementation, in the Santa Luzia MPA Complex, of a Sustainable Tourism Plan that includes a concession system, and to the improvement of artisanal and semi-industrial fish value chains, whose technical and operational details were not specified during the Project preparation phase. In effect, aspects such as, among others, the locations, modalities and scale of tourist interventions, as well as fish species and catch amounts to be included in the value chain by fishing season, commercialization of catches, areas where fishing will be allowed, etc., will be defined during Project implementation. Both of the above interventions may present risks to marine biodiversity and habitats, and/or to commercial fish populations if appropriate screening, scoping and categorization procedures are not in place to select activities that are compatible with the environmental and social sustainability objectives of the Project, and exclude or screen out	I = 3 L = 3	**Moderate**	The small-scale tourist activities, as well as the artisanal and semi-industrial fishing operations to be supported by the Project are already occurring in the Santa Luzia MPA Complex and, thus, they are not new economic endeavors brought about or incentivized by the implementation of the Project.	The Project includes an Environmental and Social Management Framework (ESMF), which is applicable when an operation includes activities that are not fully defined and their exact areas of implementation are not clearly identified, as is the case with the Project. The ESMF sets out the principles, rules, guidelines and procedures to ensure the social and environmental risks and impacts of the forthcoming but as yet unspecified activities are fully identified (screened) and assessed, and that management measures are in place prior to implementation of the relevant activities with potential social and environmental risks and impacts. It contains measures for estimating and budgeting the costs of such measures, and information on responsibilities for addressing project risks and impacts. The Sustainable Tourism Plan will include outlining a potential concession system that draws upon international examples of low-impact, low-volume, high-value tourism designed to limit the footprint of tourism on the MPA's marine and terrestrial resources and, therefore, decrease the likelihood of negative impacts. Value chain activities will focus on sustainably harvested fish as a means of reducing the likelihood that they may cause negative impacts on biodiversity and ecosystems.

those activities that are not compatible with Project objectives and hence may have substantial or high negative impacts. Likewise, activities selected to receive support from the Project may pose risks to marine biodiversity and resources if their implementation is not carried out in accordance with appropriate impact management and monitoring approaches and measures applied by organizations with adequate capacity and resources. **Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management, Question 1.2**				
Risk 6: Sensitivity to climate change Three activities dealing with fisheries in the Santa Luzia MPA Complex and its associated São Vicente marine ecosystem, involving their sustainable management, and the increase in the value of artisanal and semi-industrial fish harvests, are susceptible to potential climate change impacts. This is so because, although there are insufficient data and studies on	I = 3 L = 2	**Moderate**	Since 1990, the average temperature in Cabo Verde has increased by 0.04% per year. "Recent projections indicate a temperature increase of about 1°C for the period 2011-2040 and of 3°C until the end of the century".[46] Although the impacts of climate change on fisheries in the Santa Luzia MPA Complex	The Project design includes the conduct of studies and assessments of marine resources and ecosystem management, the production of periodical reports on marine resources and their management (including monitoring reports), the generation of regulatory and management frameworks for marine areas, the formulation of MPA planning guidelines and management plans, and the definition and implementation of sustainable fisheries management strategies and plans for the Santa Luzia MPA Complex, all of which will contribute to ensure that marine ecosystems effectively adapt and build resilience to climate change, which is one of the

[46] Ministério da Agricultura e Ambiente (MAE). 2021. *Cabo Verde. 2020 Update to the first Nationally Determined Contribution (NDC)*. Praia: MAE, p. 8.

climate change impacts in Cabo Verde, recent evidence suggests that observed alterations in marine water temperature, productivity and ocean currents are related to climate change. In turn, these alterations are likely to be impacting fisheries, including fish shifting locations and other behaviors in response to temperature, feed and current pattern modifications. **Standard 2: Climate Change and Disaster Risks, Question 2.2**			and the São Vicente marine ecosystem are not likely to fully manifest in the short-term (i.e., the five-year horizon of implementation of the Project), in the mid- and long-terms the sustainable practices, limits and targets for fishing activity developed and implemented by the Project may have to be readjusted in accordance with the adaptive fishing management strategies designed under the Project in order to respond to those impacts.	three major threats to Cabo Verde's globally significant marine biodiversity identified in the Project Document. The following outputs and activities illustrate how the Project will contribute specifically to address potential climate change impacts: • Under Output 2.1 (Effective National Regulatory and Management Framework for MPA System Implemented): - The Activity "Comprehensive MPA Assessment and Monitoring" includes the study of the potential influences of climate change on marine ecosystems and fisheries, and how best the existing MPA system can adapt to and prepare for climate change impacts. • Under Output 3.1 (Effective MPA Management Operational): - The Activity "Effective Management Planning" will assist the Santa Luzia MPA administration to generate a strategic management plan designed specifically to address threats to the conservation of marine ecosystems, including climate change.
Risk 7: Economic displacement The implementation of some Project activities may lead to the economic displacement of some fishers currently harvesting the waters of the Santa Luzia MPA Complex and the São Vicente marine ecosystem as their main means of livelihood support and sustenance, due to loss or restriction of access to marine	I = 3 L = 3	**Moderate**	Although the São Vicente marine ecosystem is not an MPA, it will be included in the Process Framework because of its proximity, close ecological and social relation with the Santa Luzia MPA Complex, and the pressure	The Project will develop a Process Framework (PF) during the early stages of implementation. The PF is a requirement of UNDP Social and Environmental Standard (SES) 5 on Displacement and Resettlement when UNDP-supported projects may cause restrictions in access to natural resources in legally designated parks and protected areas, as is the case with the Project. The purpose of the Framework is to establish a process by which members of potentially affected communities participate in

resources located in these areas. This loss or restriction of access would result from the transformation of the use regime of marine resources from "open access" to a planned, regulated and managed fish harvesting system. Under the current "open access" regime, there are virtually no restrictions as to zones harvested, species and quantity of fish caught. The new sustainable management system envisioned under the Project would, among other things, stablish, delimit and enforce conservation and use zones; enforce and monitor comprehensive fishing regulations; and set sustainable limits and targets for fishing activity, including stablishing a cap on the number of vessels that may utilize MPA resources at any given time, requiring fishing vessels to obtain permission prior to entering the MPA for purposes of fish harvesting and possibly imposing a fee to fishing vessels entering the MPA. In practical terms, the loss or limitation of access may take the form of, for example, the exclusion of traditional fishing spots from further use as harvest areas, the demarcation of areas			exercised by fishers based in São Vicente on the marine resources of the MPA.	the design of project components, determination of measures necessary to address the requirements of SES Standard 5, and implementation and monitoring of relevant project activities.

currently used for open fishing as conservation zones, the requirement of fishing permits and the payment of fishing fees in order to enter the MPA and the São Vicente marine area, etc. **Standard 5: Displacement and Resettlement, Questions 5.2 and 5.4**					
	QUESTION 4: What is the overall project risk categorization?				
	Low Risk	☐			
	Moderate Risk	☒			
	Substantial Risk	☐			
	High Risk	☐			
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (Check all that apply)				
	Question only required for Moderate, Substantial and High-Risk projects				
	Is assessment required? (check if "yes")	☐			***Status? (Completed, planned)***
	if yes, indicate overall type and status		☐	Targeted assessment(s)	
			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (Check if "yes)	☒			
	If yes, indicate overall type		☐	Targeted management plans (e.g., Gender Action Plan, Emergency Response Plan,	

				Waste Management Plan, others)	
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☒ ☒	• ESMF (Environmental and Social Management Framework) • *PF (Process Framework)*	Completed *Planned*
	Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☒			
	Gender Equality and Women's Empowerment	☐			
	Accountability	☒			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☒			
	2. Climate Change and Disaster Risks	☒			
	3. Community Health, Safety and Security	☐			
	4. Cultural Heritage	☐			
	5. Displacement and Resettlement	☒			
	6. Indigenous Peoples	☐			
	7. Labour and Working Conditions	☐			
	8. Pollution Prevention and Resource Efficiency	☐			

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g., during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g., government agencies) do not have the capacity to meet their obligations in the project?	Yes
P.3 Is there a risk that rights-holders (e.g., project-affected persons) do not have the capacity to claim their rights?	Yes
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [47]	Yes
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g., during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes

[47] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	Yes
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Yes
P.14	grievances or objections from potentially affected stakeholders?	Yes
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g., reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No

1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12	handling or utilization of genetically modified organisms/living modified organisms?[48]	No
1.13	utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)[49]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	Yes
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g., roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g., collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g., temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	No

[48] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
[49] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g., food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g., practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Yes
5.3	risk of forced evictions?[50]	No
5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No

[50] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

	If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk	
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No

8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

Annex E: Stakeholder Engagement Plan

Stakeholder engagement is a fundamental principle of this project design. The process of design included practices consisting of involving all stakeholders, including all local communities and other project-affected people, as well as government, private sector and civil society partners, as early as possible in the preparation process and ensure that their views and concerns were made known and taken into account.

Project design was defined by a highly stakeholder driven process. During the development of the PIF and Project Document, as well as its revision and update, extensive efforts were made to fully engage all relevant stakeholders. This was done through several international missions, work directly by national NGOs and partners, the Government's own efforts, and the work of the UNDP/CO. Key government agencies and partners were consulted multiple times. Each of the partner projects were engaged several times with detailed meetings held. Women's groups and individual households were consulted with issues discussed.

Participatory and collaborative meetings were held. This included organization of round-table discussions where stakeholders representing a variety of interests were engaged in lively meetings regarding how best to approach the project design in order to maximize impacts and remain realistic regarding national capacities.

The design process engaged directly with the private sector. This included meeting with organizations such as ENAPOR, meeting dockside with fisheries, tourism and other private entities concerned with marine conservation issues. The design effort involved meeting with artisanal fishing captains and representatives of national semi-industrial and artisanal fishing organizations. Project designers visited, interacted, and interviewed private fish marketers and sellers to gain a better understanding of how these processes work and how best to design the project to address their conservation concerns. Members of academia and research were consulted with extensively and involved in round-table discussions.

Individual meetings were held with the leadership of each of the primary ministries concerned including MM, DNA, MF and Coast Guard and associated technical staff. Meetings were held with the CEO of both the Tourism and Environment Funds. The management authorities for protected areas, and particularly the Santa Luzia PA, were fully engaged throughout the project design process. This includes participating in field missions and meetings with government agencies, donors, and other project stakeholders and implementation partners.

Partial List of Persons Consulted During Project Preparation

Name	Position	Organization
Alexandre Nevsky Rodrigues	National Director & GEF OFP	National Directorate for the Environment
Sonia Araujo Lopes	CBD National Focal Point	National Directorate for the Environment
Paulo Veiga	Formal State Secretary and Ministry of the Sea	Ministry of the Sea
Helena Luz	Director General of Planning and Budget Management	Ministry of the Sea
Delvis Fortes	Officer	National Direction for Fisheries and Aquaculture
Araci Rocha	Officer	National Direction for Fisheries and Aquaculture
Janaína Almeida	Officer	National Direction for Fisheries and Aquaculture
Francisco Sanches Martins	Director General of Tourism and Transport	Ministry of Tourism and Transport
Carla Cruz	National Director of Planning	Ministry of Finance
Lidiane Nascimento	National Director of Budget and Public Accounting	Ministry of Finance
Mario Moreira	CEO	National Environment Fund
João Leal	Finance Officer	National Environment Fund
Manuel Ribeiro	Chairman	National Tourism Fund
Sandra Correia	Technician	IMar
Maria Correia	Technician	IMar
Albertino Martins	Technician	IMar
Osvaldina Duarte Silva	President	IMar

Name	Position	Organization
Fatima Balvina Lima	President	OMCV
Tavares	National Director	COSMAR
Emerson Monteiro	Tenente	Guarda Costeira
Samira Gomes	Officer	IMP
Jianito Furtado	Officer	IMP
Anselmo Monteira Fonseca	Executive Administrator	IMP
Carlos Alberto Alves Delgado	Commercial Director	ENAPOR
Rogerio Pinto	Director of Engineering	ENAPOR
Joao de Deus Lima	President	Associação dos Armadores de Pesca de CV (APESC)
Ilce Amarante	Chairman	INGT
Ivete Ferreira	Officer	INGT
Euda	Officer	INGT
Corrine Almeida	Teacher	UTA
Rui Freitas	Teacher	UTA
Antonio Pinto	Teacher	UTA
Evandro Lopes	Investigator	UTA
Fátima Alves	Responsável S. Vicente	MORABI
Eveline Figueiredo	Chairman	MORABI
Lissete Henriques	CIAAP	MORABI
Anibal Medina	Coordinator	PRAO-CV
Vitorino	Delegate MAA	Delegação MAA-S. Vicente
Catise Ramos	Protected Areas Animator	Delegação MAA- S. Vicente
Silvana M. Roque	Protected Areas Animator	Delegação MAA- S. Vicente
Leão Carvalho	Coordinator	DNA/UNDP Biodiversity & Tourism Project
Jailson Lopes	Tourism Officer	DNA/UNDP Biodiversity & Tourism Project
José Moreno	M&E Officer	DNA/UNDP Biodiversity & Tourism Project
Tommy Melo	National Director	Biosfera
Jorge Melo	Presidente Associação	Ass. Amigos de Calhau
Ivanilda Evora	Member Association	Calhau
Osvaldo Lopes	Member Association	Calhau
Maria Emilia	Member Association	Salamansa
Auxilio Matis	Member Association	Salamansa
Daniel -David	Member Association	Salamansa
Romira Delgado	Treasurer	S. Pedro
Ana Patricia Graça	UN RC / UNDP RR	UN Joint Office/UNDP Cabo Verde
Ilaria Carnevali	UNDP DRR	UNDP Cabo Verde
Maria Celeste Benchimol	Head of Unit Sust Dev	UNDP Cabo Verde
Nuno Ribeiro	Consultant	UNDP Cabo Verde
Ricardo Monteiro	GEF/SGP Coordinator	UNDP Cabo Verde

The same participatory approach applied during project design will be carried forward during implementation. This includes a host of engagement strategies that are fully embedded in each of the project components. One of the primary objectives of this project is to break down barriers between agencies and stakeholders that currently create inefficiencies and gaps to the realization of informed management decision-making. Therefore, a fundamental and core concern in the design was how to facilitate and catalyse a collaborative process to both the solving of marine conservation issues as well as the implementation of critical interventions. Please see the annex for details.

The nature, frequency and level of effort of stakeholder participation will be sustained through a number of tools, including the capacity building efforts specifically detailed in each component. Specific examples are: the capacity building working sessions for high-level government decision-makers (+10); interagency platform meetings for technical experts (+10); development for MoU for interagency fisheries coordination; MPA guidelines that incorporate stakeholder engagement; and, a host of stakeholder inclusive actions to be taken under Component 3 specifically directed towards private enterprise and communities. Gender will be a critical element of the project's stakeholder engage efforts. This is detailed by items such as working with community women's groups to promote improvements in terms of livelihoods and decision-making processes. The

project's results framework contains specific indicators that will make certain that the project is engaged with stakeholders effectively and, in particular, with women as shown by gender specific indicators in the results framework.

NGOs and community associations will play an important complementary role in the project. Several NGOs in Cabo Verde are well capacitated and important defendants of the national biodiversity and environment. The majority are organized under a national platform and several environmental projects are being coordinated directly or indirectly by NGOs. They will contribute to defining advocacy and communication strategy, identifying priority intervention strategies, and evaluating the impact of project interventions. They will be an important support in terms of awareness raising and community engagement, and to identify potential long-term alternatives to the current situation. They will also be involved on a regular basis in community engagement, MPA and fisheries monitoring and enforcement including with drones, the promotion of possible ecotourism activities, conservation science.

The Coordination of the project creates the conditions for ensuring and complying with Best Practices for Involving Stakeholders: project beneficiary groups, civil society organizations and other institutions in the design process and ensuring that their views and concerns are known and taken into account. It ensures that consultations with stakeholders are continued during project implementation as needed to address social and environmental issues that affect them.

A comprehensive Stakeholder Engagement Plan will be developed at the beginning of the project and in a participatory and negotiated way. It will contain the following items:

1. List the key stakeholders
2. Stakeholder Engagement Program
3. Consultation methods
4. Timetable
5. Resources and Responsibilities
6. Monitoring and Reporting

During the implementation of the project, the main actors will be involved in various ways: socialization workshop, meetings within the Partners Committee to be created in the implementation of the project. Meetings may be extended to all partners or specific partners and dissemination of information. At the beginning of the project there will be a workshop for socialization of the project and shared definition of the responsibilities of the main actors in which we find representatives of the Government, Civil Society and Private Sector. The objective of the initial workshop will be to develop more detailed strategies to address the priority issues identified during national and provincial consultations, including integrating biodiversity in the fisheries sector, strengthening civil society capacity and systematically monitoring the impacts of conservation investments.

The purpose and goals of the program are:

a) Involve stakeholders in conservation and development to ensure collaboration and coordination and enable sustainability of actions;
b) To increase the sense of identification and responsibility of the actors with respect to the results of the projects;
c) address social and economic needs of people affected / beneficiaries; and
d) To promote collaboration among entities responsible for carrying out the projects and stakeholders to take advantage of the skills, experience and knowledge, above all, of Civil Society and the private sector to design, implement and evaluate the activities of the projects.

During the implementation of the project, the main actors will be involved in various ways. At the beginning of the project there will be a workshop for socialization of the project and shared definition of the responsibilities of the main actors in which we find representatives of the Government, Civil Society and Private Sector.

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In close collaboration with the Project Coordinator, the project communicator will be responsible for implementing the Stakeholders Plan. The budget for stakeholder participation will be available throughout the project cycle.

This monitoring and reporting requirement is important not only to track what is happening with projects, but to provide a basis for actions and adjustments that will be needed to address challenges that may arise, and ensure that a project is meeting its objectives. The reports will also provide a window for stakeholders to better understand project activities during the implementation stage, in support of their more informed participation. To this end, Agencies will also develop user-friendly and accessible systems to make information available to stakeholders on stakeholder engagement during the course of the project, and on project progress, changes and outcomes.

In addition, wherever feasible, the process of monitoring and reporting will also include "participatory monitoring" by stakeholders. This is an important tool that will enhance both the independence, strength and accuracy of monitoring information. As indicated in the GEF-Policy, local communities and CSOs possess essential knowledge, expertise and capabilities relevant to project interventions. Participatory monitoring, which will be based on gender inclusion and other core principles in the Policy and will be one means to harness this for the benefit of the project and better results. In terms of frequency of preparation of the reports, the GEF-UNDP guidelines will be followed.

Preliminary Timetable of Proposed Engagements (improved and adapted at project inception)

Activities	**1st year**				**2nd year**				**3th year**				4th year				**5th year**			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1. Workshop of socialization of project																				
2.Participatory elaboration of annual activities																				
3.Participation in monitoring activities																				
4. Participation in program balance																				
5.Participation Mid-course evaluation																				
6. Continuation of dialogue and outreach																				
7. Dialogue and consultation																				
8. Review of proposed activities																				
9.Identification of partners in project execution																				
10.Identify/Revision the role of stakeholders in project execution																				
11. Ensure Stakeholders are engaged in respect to environmental and social issues related to the project, and are informed about actions taken in response to their input																				
12.Creating and making available a complaint management system																				

Identified Stakeholders and Engagement

Stakeholder	Mandate	Engagement in project implementation
Ministry of the Sea and associated agencies	Generally responsible for fisheries management, port oversite, and other marine sector activities.	Full implementation partner. Host for many project activities. Member of Steering Committee. Technical and financial support for project implementation. Participation in capacity building efforts under each component.
Ministry of Agriculture and Environment and specifically the National Directorate for Environment (DNA)	Responsible for conservation of endangered species, protected areas, and general issues related to environmental governance. Serves and GEF Operational Focal Point and CBD Focal Points. This will include the management and staff of numerous MPA's. The Santa Luzia personnel will be particularly important.	Lead executing partner in coordination with MM. Member of Steering Committee. Technical and financial support for project implementation. Participation in capacity building efforts under each component.
Ministry of Finance	Responsible for budgeting and planning, including prioritization. Instrumental in terms of Blue Growth/Blue Economy initiatives.	Participant in project policy, financing, and implementation activities. Member of Steering Committee. Participation in capacity building efforts under each component.
Ministry of Tourism	Responsible for tourism planning and projects, policy development, the elaboration or laws, regulations, licensing and certification.	Participant in project policy, financing, and implementation activities. Member of Steering Committee. Participation in capacity building efforts under each component.
Ministry of Defence	Through the Coast Guard and COSMAR, responsible for monitoring and surveillance of marine activities.	Participant in project policy, financing, and implementation activities. Member of Steering Committee. Participation in capacity building efforts under each component.
Ministry of Internal Administration	Through the Maritime Policy, responsible for monitoring and surveillance of marine activities.	Participant in project policy, financing, and implementation activities. Member of Steering Committee. Participation in capacity building efforts under each component.
National Fisheries Council	Responsible for vetting fisheries policies proposed by MEM and providing recommendations to cabinet and parliament regarding adoption.	Members of the council will participate in a host of capacity building and other efforts under each component.
Ministry of Infrastructure, Spatial Planning and Housing	Technical authority with regards to coastal zone planning, protected areas planning/gazetting, and Marine Spatial Planning.	Provision of technical support and insights regarding Integrated Marine Spatial Planning.
National Environment Fund	Semi-independent government fund providing financing for environmental conservation.	Participant in project policy, financing, and implementation activities. Participation in capacity building efforts under each component, particularly those related to innovative and sustainable finding for marine conservation.
Tourism Fund	Semi-independent government fund providing financing for tourism development and associated improvements.	Participant in project policy, financing, and implementation activities. Participation in capacity building efforts under each component, particularly those related to

		innovative and sustainable finding for marine conservation.
National Association of Cabo Verde Municipalities	Representative body for municipalities nationally.	Participant in project policy and implementation activities. Members will benefit from capacity building efforts under each component.
Individual Municipalities	Responsible under decentralization programming for implementation of national policies and setting of many critical local policies.	São Vicente (Mindelo) municipality will be a critical stakeholder for many project activities, this includes support for improved fisheries management, value-chains, and delivery of several other critical project activities.
Island Delegations	All relevant ministries have island delegations organized to work together while supporting local initiatives according to their individual mandates.	Important consideration particularly for island-based activities for Santa Luzia MPA.
ENAPOR	Private Port Authority for Cabo Verde	Will be important for several aspects related to shipping and maritime transport. This includes tourism vessels, IMO accession/implementation, IAS management and other related issues.
NGOs	NGOs include: Biosfera, Natura2000, Bio.CV, Turtle Foundation, Maio Biodiversity Foundation, etc.	As noted in the baseline, a number of national NGO's are engaged in marine conservation, primarily turtles, sea birds, and coastal zone development. Each will be engaged with and important to project implementation.
MAVA	Key international NGO providing financial support for conservation activities in Cabo Verde.	Critical financing and implementation partner.
Universities	Several universities have a keen interest and knowledge of marine conservation issues and computer science applied to conservation, such as, creating and managing database and mapping.	Academics and researchers were involved in the process of project design. They will be instrumental in implementation for the support of monitoring and knowledge generation as well as inputs into key strategy, policy, regulatory, and management planning activities.
Donors	Host of donors including FAO, EU, World Bank, AFDB, Government of China, USAID/USFWS, etc.	FAO is a key partner with regards to the Blue Economy / Blue Growth Strategy. This includes financial and technical support. The AFDB and World Bank are also providing inputs to the Blue Growth initiatives. Each of these donors will be instrumental in the achievement of project objectives.
Associação Armadores de Pesca de Cabo Verde (APESC):	Represents the interests of their semi-industrial national fleet members	Will assist project to make certain the interests of semi-industrial fleet are well represented. Will provide support for design and implementation of improved marine management efforts.
Centros Técnico e Social (CTS)	Represents interests of member artisanal fishing interests	Will assist project to make certain the interests of artisanal fleet are well represented. Will provide support for design and implementation of improved marine management efforts.
Sport Fishing Clubs	Represents interests of private, commercial sport fishing companies	Will assist project to make certain the interests of sport fishing fleet are well represented. Will provide support for design

		and implementation of improved marine management efforts.
Private Sector	This includes investors, owners, operators, and employees of fishing interests, processing operations, tourism, fish mongers and other marine sector related for-profit activities	A host of private sectors donors will be involved. This includes for efforts related to improved management, value chains and other project activities.
Women's Groups	A number women's groups established to represent the issues of their membership	The issue of gender is in the forefront of the proposed project. Women's groups are key stakeholders in terms of providing implementation support, working to support capacity building efforts, and for providing critical insights regarding project efforts and how these efforts will positively impact the role of women.

Annex F: Gender Analysis and Action Plan

1. Introduction

The general objective of this gender analysis is to define the baseline of the situation for the sustainable use of biodiversity, which then allows one to develop the design of the project with an actions and results that integrate gender. Based on this analysis, the project should anticipate interventions with a gender perspective and allocate an appropriate budget for its implementation in order to achieve the desired goals.

2. National Context

Cabo Verde is confronted with natural vulnerabilities related to its volcanic origin, its insular and archipelagic nature, its location in the Sahel region, scarcity of rainfall and lack of mineral resources. Its main challenge is to build a strong economy, by ensuring sustainable and inclusive growth, in order to overcome structural vulnerability, external dependence, unemployment, poverty, income inequality and the reduction of opportunities for emigration and the consequent remittances.

At the end of 2007, Cabo Verde graduated from the list of Least Developed Countries (LDCs), for having guaranteed the fulfilment of two criteria (GDP per capita and Human Development), not yet fulfilling the economic criterion. These gains include significant gains in health, education, food security and a substantial reduction in poverty reduction (from 49 per cent in 1989 to 24.2 per cent in 2015), with an impact on improving the population's living conditions.

In 2016, the total population of the country was 531,238 inhabitants, with 264,951 females and 266,287 males. From 2000 to 2016, the fertility rate fell from 4.0 to 2.3 children per woman, an average reduction of 2 children per woman. In 2016, life expectancy at birth was 80.0 and 71.8 years respectively for women and men.

According to the Global Gender Gap Index (2016) of the World Economic Forum, Cabo Verde is ranked 36th out of 144 countries. However, in terms of health and education, Cabo Verde has excellent results (except in adult literacy), economic participation and opportunities are in 104th position. With regard to the political empowerment of women, despite being overall in 23rd place, it is in the 62nd position for female representation in parliament.

Cabo Verde considers gender equality to be central for inclusive development and as a precondition for sustainable development. In terms of the legal framework and institutional framework, with regard to the promotion of gender equality and equity, the country has made a lot of progress. The CEDAW, the Cairo Programme of Action, the Beijing Platform for Action and the Maputo Protocol are regularly followed, allowing the country to assess progress on gender equality.

Cabo Verde attaches great importance to the conservation of nature and sustainable management of natural resources, hoping to create an attitude more respectful of nature and the environment. Cabo Verde has ratified and made commitments on the conventions and protocols related to the environment and, in particular, with regard to the Biodiversity Convention, little work has been done on mainstreaming gender in these themes at the national level. Although the Convention on Biological Diversity (CBD) has specific mandates and decisions around gender, including the elaboration of the Convention's Plan of Action on Gender. On the other hand, environmental statistics bring little or no information that is disaggregated by sex.

The use of biodiversity is different for women and men, mainly due to two factors: the sexual division of labour and the roles of men and women in society. Hence the importance of incorporating gender considerations into conservation policies and programs, as well as the benefits derived from their sustainable use.

The Government's Program for the Ninth Legislature draws attention to the integration of a gender approach and its purposes, including "(...) ensuring that the specific needs of men and women are addressed in all spheres of governance taking into account the practical needs and strategic interests for each of the sexes ... "(Government Program for the IX Legislature, July 2016), as well as subsequent program.

The Strategic Plan for Sustainable Development (PEDS) considers gender equality at the core of inclusive development and is a precondition for achieving sustainable development. The country continues to have significant challenges in achieving full gender equality (PEDS: 25).

Within the SDGs, gender equality has a specific goal (SDG 5) - Achieve gender equality and empower women and girls), and 12 of the 17 SDGs have specific gender targets.

The National Gender Equality Plan (PNIG) for the period 2015-2018 is a planning instrument and aims to provide the state of Cabo Verde with a framework for the formulation and implementation of gender policies, programs and strategic actions, both specific and cross-cutting dimensions that contribute in full to the promotion of equal rights, duties and opportunities for men and women and effective and visible participation of women in all areas of social life contributing to their empowerment (PNIG:6).

The issues of Gender equality and women's empowerment falls under the Ministry of State, Family, Inclusion and Social Development. The ICIEG is the institution responsible for the implementation of the gender policy in this field, which should institutionalize gender policy measures in sectorial programs and provide technical assistance to sectors for the mainstreaming of gender equality. It is responsible for the coordination, together with the INE, for the operationalization of the Gender Equality Observatory. It should also work closely with civil society organizations that are engaged in gender equality and equity issues.

Cabo Verde already has examples of best practices, with the elaboration of Municipal Gender Equality Plans and Gender Agendas, another important tool in the way of promoting gender equality and empowering women. The Municipal Gender Equality Plan of the municipality of Paul, that was developed in 2009, and the Gender Agenda of Praia and Calheta de São Miguel, were both finalized in 2014.

However, the culture of systematic integration of the gender equality within institutions is almost non-existent. For example, gender responsive planning and budgeting exercises are almost never done. In the specific case of MAA, despite the capacity building of its staff in this field, the systematic integration of gender did not occur.

3. Gender and the Environment and / or Biodiversity

In the National Directorate for the Environment, gender equality is timidly reflected in aspects that deal with natural resource management, but there is an increase in the sensitivity of the role of women in the management of environmental resources and in the differential impact that environmental issues have on the lives of men and women, overcoming the idea that inadequate exploitation of natural resources, such as gathering sand, collecting firewood, etc., is the fault of women.

The various instruments for environmental policy (the basic law on Environmental Policy, the Strategy for Protected Areas, the Biodiversity Strategy and Action Plan, etc.) need to integrate gender considerations.

At the Conference of the Parties to the Convention on Biological Diversity, held in 2014, the importance of gender considerations to achieve the Aichi goals was recognized. However, in the case of Cabo Verde, gender considerations are not reflected in the 5th Communication on the State of Biodiversity.

The Network of Women Parliamentarians for the Environment, in partnership with ICIEG, have been advocating on the role of women in the management of protected areas. In 2010, they supported the implementation of a gender analysis in 3 natural parks and, based on their recommendations, in 2012 the technical and management team of protected areas was gendered at national and local level. A methodological manual has also been developed to support staff in the sector and their partners in mainstreaming gender in their work, especially in terms of participatory diagnosis of gender roles in conservation and development of protected areas (Beijing + 20 Report).

There are many civil society organizations engaged both in promoting gender equality and in biodiversity conservation and their role has been instrumental both in providing services to their beneficiaries and in addressing these issues. However, not all civil society organizations systematically use the gender approach as a planning tool or mainstream biodiversity conservation issues in their activities.

4. Constraints

Despite the successes, there are still challenges:

• Higher rates of illiteracy among rural women and those over 35, which conditions the type of training and qualification to which they have access. (Literacy rate in rural women 73.9% versus 87% of urban women).

• The lower economic participation of women in areas related to tourism, agriculture, blue economy, green economy, creative industries, etc.

• Difficulties in reconciling work and family life. Women are poor in time because of the roles and stereotypes attributed to them: domestic chores, parenting and caring for family members. On average, they spend an additional 3 1/2 hours a day than men on unpaid jobs, with 90% of women doing unpaid work compared to 73% of men. But the poorest women are the most affected: they have a greater burden of reproductive work that leaves them with less time to dedicate themselves to productive work, better training, job search or less opportunities to generate the conditions to get out of poverty.

• Poor participation of women in politics and decision-making. In 2016, 17 women were elected to parliament, two more than in 2011, bringing the rate of women elected to parliament from 21 per cent to 24 per cent. In 2016, the proportion of women elected in the municipal elections is 26% (both in Municipal Assembly and in the Chamber), and no female President of the Chamber was elected, out of a total of 22 municipalities. The proportion of women in the Supreme Court has varied between 35% and 37% in the period from 2009 to 2013. In public administration, women hold 35% of leadership positions. In the Ministry of Agriculture and Environment, the positions are mostly occupied by men, whereas in the intermediate directorates (directors of service) they are predominantly women. For the top positions there is no parity: two general managers men (DNA and DNASP) and one woman in DGPOG.

• Although Cabo Verde has a comprehensive legal framework for gender-based violence prevention and control, more than 1 in 5 women (19%) in Cabo Verde are victims of violence within the framework of marital relations (present or past).

• In 2012, more than 4 out of 10 employed women were self-employment or in unpaid employment (41%), compared with 2 out of 10 men (22%). This indicator reflects, among others, the situation of women in the informal sector, with precarious, low-income jobs, not socially valued and without access to social protection (with current and future consequences). The data points to low wages globally (50% of informal sector employees earn a monthly income of less than 11,800 ECV) and in particular for women (2 times lower than men); 60% are unpaid family workers.

• The national unemployment rate in 2020 was of 14.2% for women and 14.8% for men. Agriculture, animal production, hunting, forestry and fisheries absorb around 13,7% of employed persons, 7.4% among women, versus 18.6% of men. In absolute terms, as of 2020, there were 191,735 inactive people, of whom 81,508 are men and 112,226 are women. The rate of female activity was 45.8% and the male rate is 60.3%.

• In 2015, the relative poverty rate was 24.2%. In this situation, 53% of women are in rural areas (41%). Specific constraints on women in entrepreneurship, including poor access to markets and credit.

• Higher rates of failure in school for boys, compared to girls, and higher repetition and dropout rate, particularly in high school. In general, however, women have greater access to health care and there is a situation of unequal access for men's health (reduced life expectancy at birth and higher mortality rate).

5. Context of Communities using the Santa Luzia Reserve and Isles of Branco and Raso

The reserve of Santa Luzia and the islets of Raso and Branco are frequented by the fishing communities of Salamansa, São Pedro, Calhau and Mindelo, in S. Vicente, Sinagoga, in Santo Antão, and Tarrafal de São Nicolau. There are approximately 66 vessels and 218 fishermen. They are fishermen who have used this

reserve for many years (frequency between 2 months and 55 years). There are boats with more than 5 decades making weekly trips, getting to spend 5 days fishing. (Reserve User Report, MAA: 2018).

The fishing in these localities is developed by small boats, on average 3 to 5 meters in length, with open mouth and motor outboard and sails. They are mainly wood, and have on average 3 fishermen, mainly using fishing line by hand to fish demersal and tuna.

They are extremely poor communities, with high unemployment rates in all sections of the population, with some of the youth utilizing less sustainable fishing methods, for lack of better opportunities, which has created conflict with the older fishermen. The fishermen of Calhau, Salamansa and São Pedro indicates the marine area of Santa Luzia as the most frequented.

According to data from the Demographic Census of 2010, the population of these communities is 2,598 inhabitants, of which 48.5% are female and the remaining males. By age group, we found these communities have a very young population, with approximately 31% being less than 15 years old, 63.6% between the ages of 15 and 65 years and about 5.8% over 65 years.

Table 1: Demographic data of fishing communities

Área	Sex	Residential population	Disaggregated by sex	Age			Assets 15 years or more
				Less than 15 years	Between 15 and 64	More than 65	
CALHAU	Total	428	62	110	290	28	192
	Male	202	47	52	141	9	119
	Female	226	15	58	149	19	73
SALAMANSA	Total	1179	226	384	719	76	411
	Male	621	111	187	401	33	300
	Female	558	115	197	318	43	111
SÃO PEDRO	Total	991	203	316	626	49	435
	Male	513	76	161	328	24	289
	Female	478	127	155	298	25	146
TARRAFAL-SN	Total	3733	912	1198	2261	273	1478
	Male	1913	452	593	1202	118	934
	Female	1820	460	605	1059	155	544
TOTAL		6331	1403	2008	3896	426	2956

Source: INE, Census 2010

According to Benchimol & Neves (2012), the marine area of Santa Luzia and islets is highly productive, representing fishing as the main source of income for fishermen. The Santa Luzia Reserve and the islets of Branco and Raso are estimated to be the largest marine protected area in the country, hence the pressure exerted on marine resources and, in particular, in these protected areas. The fishing communities have an active population of 2,516 people, with 35% being female and 65% male.

Table 2: Socio-economic characteristics of fishing communities

Main Features	Salamansa	S. Pedro	Calhau	Tarrafal
Percentage of total members of the community dependent on fishing as the primary occupation	31	35	39	30
Average age of fishermen	44 years	39 years	37 years	38 years
Average fishing time	28 years	23 years	19 years	20 years
Average size of households	1.8	6.4	6.6	6.47
Percentage of female headed households	17	20	17	32
Percentage of fishing as primary source of household income	92	95	96	100

Source: Socio-Economic Evaluation of the Fisheries Management Plan - M.C. Benchimol & K. Neves-2012

6. The different roles, needs and knowledge of women and men in artisanal fisheries in the communities involved

Fishing has always been of great socio-economic importance for the coastal communities of Cabo Verde, offering means of subsistence and possibilities of employment. Fish appears as an important component in the population's diet and as a source of low-cost animal protein for the population. So, this requires that its exploitation be made in a sustainable way, perpetuating over time the availability of this resource for the whole society.

While men are mostly culturally linked to the productive sector, society and culture attribute to women the maternal role in the reproductive sector. They are linked to responsibilities related to the family's well-being and survival, through the maintenance of the home, through various tasks, such as harvesting water and firewood in rural settings, preparing food, cleaning and maintaining the house and garden, attending and educating children and elderly relatives, shopping and ensuring the family's health.

The data and information gathered from the group meetings and the observations made in the communities involved allowed us to observe some similarities and differences between them, identifying different roles, needs and knowledge among the actors in these communities:

ROLES

• Fishermen and divers make up the majority. There was no female participation in fishing activity or in the collection of seashells, barnacles or lobster.

• The catch of fish is the responsibility of men. Most of them are the owners of the means of production: boat, motor and fishing gear. There are some women who own boats and engines.

• There is a limited capacity of fish conservation structures (cold, salting, smoke, etc ...). In the communities visited (Mindelo, Salamansa and Calhau) both men and women take care of the drying and salting of the fish, but are mostly men.

• The woman is mostly involved in the commercialization of fish. The woman also plays the role of "intermediary" between the fisherman and the retailers; who sells the fish in the fish market or "Pelourinho". They are the distributors of fish, which means that the fisherman depends on his wife to convert the fish into money. However, it is noted that men appear in this activity, especially young people, who do this in competition with women. Very few female entrepreneurs have engaged in international fish trade because men dominate this part of the value chain.

• Usually, the price of the fish is fixed by "Matreira", who follows the laws of the market. In periods of greater availability of fish, prices are set between 200-280 ECV per kilo. During periods of low supply, the price is set between 350-400 ECV. To be entitled to space in the fish market of Mindelo, the matreiras pay 110 ECV per day. The fish is bought either per kilo or per box, which usually has 50kg. In the little one, the matreiras still accede to the infrastructures of ice, paying 5 ECV / kg.

• Before reaching the consumer, in the fish market we find the habit of "the handler", who is usually a man and "treats" the fish bought by the clients of "Matreira". This snake for his work: 30 ECV per kilo of fish and 60 ECV per kilo of shellfish.

• Women work largely in processing and canning plants (FRESCOMAR, Atunlo CV and Sucla). They usually work as processing labour and occupy other, less profitable positions, while men primarily fulfil the supervisory functions.

POWER AND CONTROL

• There are no specific studies on the question of power and control in the fisheries sector. However, from the observations made and the interviews carried out in the communities, it has been possible to deduce that power is mainly exercised by men in the fish catch and first sale links in the pillory, even if it is the woman responsible

for taking the catch to market and to negotiate the sale of the product. She gives the money to her husband upon her return, who then divides the income among the fishermen. Even in the case of the woman who owns the vessel, she gets the man to do the distribution (Dona de Barco na Salamansa).

• Thus, the control over the profit obtained with the first sale of the fish suggests possible obstacles to women at the decision-making level within the household. It may suggest unequal power relations at the domestic level and lower autonomy of women.

PRACTICAL AND STRATEGIC KNOWLEDGE AND NEEDS

• Knowledge is acquired traditionally for both fishermen / divers and fishmongers. There is a strong oral tradition. The fishermen / divers have different knowledge about the sea, knowledge on the location and marking of fishing areas built over several generations, through observation and daily practice of fishing.

• The decision to go out to sea is made through a simple observation of the weather and the exit to the sea is at dawn. In the case of fishermen, in some cases, there are early departures, especially when the fishery depends on sea bait, fishermen analyse the possibility of fishing.

• In the case of new technologies, knowledge and / or access to fish holding devices (probes, GPS, among others), is scarce for many artisanal fishermen. The fishermen showed a detailed knowledge about the species that they catch. The fishing during the warm season runs between the months of June to October approximately. In the cold season, it's done when the weather is cooler, between the months of November to April.

• Although women have traditional knowledge in a number of areas, such as processing, marketing of informal products, they do not have the experience, tools and skills sufficient to allow a consistent analysis of market opportunities, nor the value added to their products and to be able to place them sustainably in the market. These factors, together with the limitations to access to credit, impacts the development of business initiatives.

• Women have less opportunities to develop their social capital and political capacities, because of less opportunities to exercise leadership and, consequently, to raise the necessary political support base.

• From the observations and interviews carried out during the visit to the communities, it was possible to confirm that the practical needs of women are mainly related to water supply, improvement of health services and for support infrastructures, such as gardens and spaces to leave to their families. For the men, the access to means of production stands out and to supplies.

• The strategic needs for women include: training in conservation techniques, marketing techniques, training in entrepreneurship skills. In the specific case of men: training in improved catch techniques, reconversion of production activities in times of closure.

PARTICIPATION

• It was verified that the Fishermen's Associations are spaces frequented mainly by men. A small minority of the women in the communities attend these meetings, in which the possibility of expressing opinions is restricted, because there they are almost always dealing with organizational and financial problems, of which they may feel little connection. Associations, generally, are a sphere where women are less represented and with significant differences from men. Of the total community-based associations, 83.1% of Presidents are male versus 11% female (INE: 2017).

• The proportion of women who are members or leaders of fishermen's organizations is significantly lower, but we see through day, more and more women engaged with and leading associations. The weaknesses found in the associations of fishermen of the communities in question: problems of participation, representativeness, leadership, among others. They are members of associations lacking influence.

In summary, women in fisheries face the same problems as men: increased fishing costs (due to issues such as shortages of catches and rising fuel costs), increased fish shortages and increased fuel costs (which play

important roles in the value chain but may also affect costs and benefits for fishermen, family intermediaries and processors), pollution, floods, drought and poor sanitation. In addition, women face the following problems: poor access to credit, limited access to education, limited ability to participate in management, poor working conditions, poor marketing and time poverty

ACTION PLAN

This Plan of Action addresses the importance that UNDP-GEF attaches to women's empowerment and gender equality. The objective is to implement the project activities from a gender perspective and, above all, to result in benefits for the environment, as well as for gender equality and the empowerment of women.

The objectives of the Gender Action Plan are to promote actions to improve the living conditions of fishing communities that use the resources provided by the Santa Luzia and Ilhéus Raso e Branco Reserve. This will allow the differences in the impact of activities to be considered, in order to ensure the rational and sustainable exploitation of marine resources in an integrated and participatory perspective.

With this proposal for an Action Plan, it is intended to promote the reduction of gender disparities and to guarantee the gradual change of mentalities, both men and women, to awaken and create sensitivities in both aspects, regarding the conservation of marine biodiversity. In order to achieve the expected results, there should be an explicit commitment at the political and administrative levels, to provide sufficient human and financial resources for all actors involved in the implementation of this Plan of Action.

The implementation of this plan requires the creation of synergies of all those dealing with gender issues and environmental issues, at both the national and regional levels (DNA, ICIEG, NGOs, Town Hall, Associations), which will lead to solid, sustainable partnerships and catalysts of transformations for inclusion and equality. The main beneficiaries of this GPA will be the local communities that make direct use of the Santa Luzia Natural Reserve Complex and the Raso and Branco islands: Calhau, Salamansa, S. Pedro, Mindelo, Sinagoga e Tarrafal/SN.

A critical component of the GAP is the resource allocation and budget, to ensure that there will be funding for gender activities throughout the project. UNDP has an overall target of 15 percent of total expenditures to advance gender equality and women's empowerment. For projects with GEF-financing, it is recommended that stand-alone projects allocate 3-5 percent of the GEF grant, to ensuring a mainstreamed, integrated approach towards women's empowerment and gender equality. This allocation should be separate from the monitoring and evaluation budget.

ACTION PLAN TABLE

Objective	Action	Indicator	Responsible Institution
Component 1: National frameworks for maritime sector planning and threat management			
Outcomes1.1: Direct adverse impacts on marine biodiversity from key maritime sectors are prevented or reduced in at least the national coastal zone of 1,000,000 ha			
Output 1.1.1: Strengthening the capacities of national institutions in the maritime economy sector, Associations and other Civil Society identities to integrate biodiversity aspects into their intervention plans and strategies	- To promote Ateliers for integration of biodiversity and environmental sustainability are integrated into the visions and development plans of the sector described in the Blue Growth Strategy. - Involvement of all society in the conservation of Biodiversity and Sustainability with a gender perspective through community awareness campaigns, etc. (population, public and private organizations, NGOs and Associations) -Development of an inclusive and participatory Integrated Marine Spatial Plan (IMSP) that embraces environmental, social and economic sustainability.	- Number of technicians (men and women) with knowledge of mainstreaming approaches to issues of marine biodiversity and sustainability(50%H/50%M) -95% of Associations with knowledge of integration techniques of Biodiversity and sustainability issues with a gender perspective in their plans and strategies - At least 50% of men and 50% of women in fishing communities participate in the conservation of biodiversity in the marine protected areas of SL and Ilheu Raso e Branco. - At least 1.500 youth and girls from fishing communities sensitized to the conservation of Biodiversity with a gender perspective - 1 Marine and Marine Space Plan Integrated and operational (IMSP)	DNA Plataforma de ONG ICIEG ONUMULHERES INGT Areas Protegidas ONG Comunidades
Output 1.1.2: Capacity Building for integrating biodiversity issues into Fisheries Co-management in fishing communities	- Organization of Workshops on Fishery Management in an equitable, participative and sustainable way -Development and implementation of plans for participatory exploration and monitoring of marine resources in fishing communities - Training for all members of fishing communities on topics such as fisheries resource management and participatory management in protected areas - Assessment of the viability of a marine certification of fishery products	- At least 1.000 women and men trained (50/50) into Fisheries Co-management - Number of women/number of men in decision-making positions related to biodiversity conservation and management plan - Number of projects and programs developed in protected areas - Communities are aware of the importance of co-management and the benefits - At least 75% of the fishing communities (50H / 50M) participate in the evaluation of a marine certification of fishery products	DNA MEM- DGRM PRAOCV II ONGs Associações
Component 2: Capacity for marine biodiversity conservation and sustainable use			
Outcomes 2.1 Human and institutional capacity of DNA PA unit and key NGOs increased.			
Output 2.1.1: Training programme institutionalised within DNA for enhancing institutional and staff capacity of the new PA management unit on marine PA management, enforcement and financing.	- Ateliers Staff Capacity of DNA on Supervision and Financing of Management of Marine Protected Areas	- At least 50 officers of DNA trained (50%M and 50% F)	DNA Delegations of MAA
Outcomes 2.2: 2 Finance for marine biodiversity/Pas increased.			
Output 2.2: PA System Financing Strategy and Plan updated and operationalised	- Update and operationalization of the PA System Strategy and Financing Plan in a participatory and inclusive way	- Strategy and Funding Plan for Protected Areas updated and operational with gender transversal. -At least 2.000 Number of women and number of men that receive direct socio-economic benefits	DNA MFP ICIEG ONG´s

Objective	Action	Indicator	Responsible Institution
	- Mainstreamg of Gender in the Strategy and Financing Plans of Protected Areas - Definition and implementation of gender-sensitive livelihood strategies that increase the resilience of protected areas and promote the diversification of sources of income for families in fishing communities	through increased income, food security, resource rights or other measures of human wellbeing. -At least 1.000 (30% of population active) have increased, gender-equitable access to ecosystem services and appropriate gender-sensitive livelihood strategies.	
Component 3: Conservation of biodiversity and marine resources in Santa Luzia-Branco-Raso NR (G STK)			
Outcomes 3.1 Improved local conservation status of marine resources and endemic and globally threatened species and key habitats, through full operationalisation of the Santa Luzia/ Branco/ Raso Natural Reserve (56,240 marine ha and 4,065 terrestrial ha).			
Output .3.1.1: Enhancing the Capacities of Fisheries Communities	- Organization of Ateliers for fishing communities by group of citizens (youth, women, men) in Responsibilities in Citizenship - Organization of workshop on the conservation of marine biodiversity and gender mainstreaming - Update and approval of business plans and management of the PA in an inclusive and participative way - Definition of mechanisms of governance and capacity building of various actors for conflict resolution - Elaboration of participatory management regulations for the use of natural resources by fishing communities.	- Number of women and men trained (50/50) - Number of women/number of men in decision making positions related to the areas of intervention or in the project context - At least 80 % of the members of the associations participate in the elaboration of the Business Plans - At least 80 % of the members of the associations trained in Conflict Resolution(50M/50F)	Delegação MAA S.Vicente Unidade das Areas Protegidas
Outcomes 3.2 Reduction of adverse biodiversity impacts from artisanal fisheries across at least the 56,240ha of MPA, through the adoption of biodiversity-friendly fishing practices and gear by at least 50% of fishermen in the surrounding fishing communities.			
Output 3.2.1. Update and approval of business plans and management of Protected Areas	- Organization of 3 Ateliers for the elaboration of Participatory Management Plans for Protected Areas	- At least 50% members of the associations trained in elaboration of Participatory Management Plans for Protected Areas 1 Plan elaborated with participatory approach it is operational	Delegação MAA S. Vicente Unidade das Áreas Protegidas DNA
Output 3.2.2 Reduction of adverse biodiversity impacts from artisanal fisheries across at least the 56,240ha of MPA, through the adoption of biodiversity-friendly fishing practices and gear by at least 50% of fishermen in the surrounding fishing communities.	- Organization of workshops for fishing communities in the management and proper use of natural resources with a gender perspective -Integrating biodiversity conservation and sustainable use into production at least 50% of young divers - Implementation of participatory and inclusive agreements for sustainable fisheries co-management established in compliance with PA laws	- Número de Ateliês organizados por comunidades - Number of women and men trained (50/50) - 50% of young divers are trained in biodiversity conservation and sustainable use into production - At least 75% of adult and young fishermen (including economically disadvantaged fishermen) from fishing communities trained in co-management agreements	Delegação MAA S. Vicente Unidade das Áreas Protegidas DNA

Objective	Action	Indicator	Responsible Institution
	- Subsidies for sustainable alternative livelihoods and professional training provided to selected artisanal fishers in high impact critical communities interested in professional reorientation. -Training in alternative professions for fishermen interested in retraining -Capacitation of women and fish sellers in alternative income generating activities and value-added techniques of fish - Contracting, train and equip of a group of eco-guards for the park	- 5 participatory co-management agreements formalized and approved. - At least 50% of women fish sellers trained in alternative income generating activities and value added of fish -50% of active population (women and men) that receive direct socio-economic benefits through increased income, food security, resource rights or other measures of human wellbeing. - At least 5 eco-guards trained and contracted	
Component 4: M&E, Learning and Knowledge Management			
Outcomes 4.1: M&E of socioeconomic and environmental/ ecological impacts in the targeted region and project sites tracked.			
Output 4.1: Capacity-building for the development of gender-disaggregated data for use of biodiversity and its impact and in communities	- Capacity building of SIA / DNA and IMar for the elaboration of socio-economic and Gender indicators for Protected Areas - Strengthen its global Monitoring Framework by including gender-specific indicators to assess concrete progress on gender mainstreaming. - Best practices and case studies from project codified and disseminated nationally - Specific case studies and lessons learned on gender mainstreaming into these models, tools and best practices could be publicized. - Selected learning and knowledge management products developed, including a critical review of relevant past work on biodiversity management in Cabo Verde	- At least 50% of officials of SIA/DNA and IMar trained in gender specific indicator to access progress in APM - Database disaggregated by sex for Protected Areas. - Number of Disseminated Success Stories	INE DNA IMar
Outcomes 4.2: Social and Gender Institutionalization			
Output 4.2.1: Strengthen the structures of MAA (DNA), MEM and other institutions for the institutionalization of social and gender issues	- Promote training actions to improve the technical capacities of social and gender analysis of national and local institutions linked to the management of protected areas.	-At least three training sessions for DNA technicians, municipalities and associations linked to the use of the Santa Luzia Reserve - At least 60 people (50% H/50% M) trained in social and gender issues	ICIEG DNA MM INDP
4.2.2 Strengthen the National Environmental	- Design and introduce specific modules for the conservation of biodiversity	-Modules on biodiversity conservation prepared for use in training	Ministry of Education MM Plataforma de ONGs

Objective	Action	Indicator	Responsible Institution
Education Plan and support its operationalization	in the National Environmental Education Plan - Test Modules in 5 primary schools of fishing communities	- At least 75% of the students of primary schools trained in the conservation of the biodiversity of the Santa Luzia Reserve	DNA UNICV UTA
4.2.3 Strengthening of Associations' capacity in associative management	- To promote training in associative management of the management bodies of the Associations and their members - To increase the level of representativeness of associations and their more practical capacities, notably the organization of meetings, the drafting of acts.	- Number of associations strengthened in associative management - At least 50% of members of 5 Associations (H and M) trained for associative participation - At the end of the project at least 50% of the reorganized Associations - Increase of the participation of at least 50% of the women of the communities in the associative life	Plataforma das ONGs ICIEG

Annex G: UNDP Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Actions by national and foreign entities of the maritime economic sectors disregard sustainability and biodiversity considerations because of the immediate need for employment and government revenue and because of opportunities for private financial gain	09/09/18	Political	Impact: 3 Probability: 2	This project is designed specifically to assist investors and government regulators to realize the benefits that are generated from improved management and conservation of marine resources. The emergence of the Blue Growth Strategy provides a very opportune moment to mainstream sustainability and biodiversity into maritime sector development and operations. The project will inform this strategy and associated investment plans to help direct investment towards a more sustainable future. Cabo Verde's governance system is advanced and the maritime agencies all expressed their interest in developing these frameworks to trigger their national application.	GCV-DNA	UNDP/CO – Cabo Verde 09/09/18	TBD	TBD
2	Policy and regulatory recommendations will not be fully adopted and implemented during the project term	09/09/18	Regulatory	Impact: 2 Probability: 3	The project will generate recommendations covering a number of angles, from municipalities, MPA's, and national frameworks. It is foreseen that these recommendations will be adopted within the project period. This project is designed with the full support of primary stakeholders. Extensive meetings were held at both the national and local levels with responsible representatives. The level of commitment to this project and general project design has been excellent to date and is expected to continue through-out implementation. This will be insured through an approach that continues to be highly inclusive and facilitates full engagement by multi-sectoral stakeholders. Never-the-less, governments often do not move quickly due to political and other challenges. If the full set of policy improvements are not up-taken, the overall impacts to project effectiveness will be limited. The project will regardless succeed in building capacities that do not currently exist and catalysing opportunities for future policy improvements and adaptations.	GCV-DNA	UNDP/CO – Cabo Verde 09/09/18	TBD	TBD

3	Incentives for local stakeholders are not adequate to generate engagement	09/09/18	Strategic	Impact: 3 Probability: 2	The project is designed to engage fully with local stakeholders. This will make certain that stakeholder desires, including local resource users, have the opportunity to help define how best to conserve marine resources. A major part of this effort will involve working directly with fishing interests to assist them to measure how various marine conservation activities result in economic benefits. For instance, the project will provide stakeholders with the technical support required to measure how improved management delivers both enhanced ecosystem services as well as fishery production, profitability and food-security improvements. This will serve as a major incentive for local project support.	GCV-DNA	UNDP/CO – Cabo Verde 09/09/18	TBD	TBD
4	Resistance from private-sector interests that potentially stand to lose revenues (e.g., private fishing sector)	09/09/18	Strategic	Impact: 3 Probability: 3	As with other constituent-based risks, the first line of mitigation is inclusion. Identified private-sector stakeholders will be included when possible and appropriate (at different levels) to lessen such risks and identify opportunities for growth. Value chains have been identified as one of the main crosscutting issues of this project, such that proactive efforts are being made to identify opportunities to build and strengthen the full length of affected value chains (and even creating additional value chains). Local institutions will provide a basis for private-sector stakeholders to interact and negotiate directly with communities (which comprise the program's primary constituency).	GCV-DNA	UNDP/CO – Cabo Verde 09/09/18	TBD	TBD
5	Inter-agency coordination proves challenging	09/09/18	Political	Impact: 2 Probability: 2	Stakeholder engagement and consultation will underpin project preparation and implementation. Formal MoUs will be used to define roles and responsibilities. Steering committees and platforms will be facilitated and receive training as required on governance and conflict resolution. Project activities are designed to encourage cooperation. Data dissemination and sharing procedures will be established that are mutually beneficial for all concerned.	GCV-DNA	UNDP/CO – Cabo Verde 09/09/18	TBD	TBD
6	Climate Change	09/09/18	Environmental	Impact: 2 Probability: 5	Although appreciable climatic changes are unlikely to occur over the course of implementation, on-going climatic trends are one of this project's primary inducements. The project's approach will enable stakeholders to better understand vulnerabilities and strategically adapt. Emplacing this resilience will be	GCV-DNA	UNDP/CO – Cabo Verde 09/09/18	TBD	TBD

					key to the project's long-term success. Marine conservation practices will be selected based on their potential contribution to more resilient production and conservation approaches. Steps will be taken to build resilience measures into project implementation to minimize the risk and/or adapt to new conditions when possible				
7	Impact of infrastructure in the coastal area of S. Vicente	03/02/2022	Environmental	Impact: 3 Probability: 5	If the idea of relocating ZEEM support infrastructures to the Saragaça area is put forward (studies are still ongoing and others will be commissioned), it is very likely that there will be a major environmental impact in the Sta. Luzia and Ilhéus complex, mainly in the northern area. de Sta. Luzia, considered one of the most sensitive areas of the complex for, presumably, serving as a nursery for many demersal species. However, studies of the hydrological dynamics in this zone will determine the degree of possible impacts. The project must closely monitor these studies and intervene so that there are mitigation measures, if the risks are confirmed.				

Annex H: Results of the capacity assessment of the project implementing partner and HACT micro assessment

Escritório Comum do UNDP, do UNFPA e da UNICEF em Cabo Verde
Praia - Cabo Verde

30 de agosto de 2018

Avaliação da capacidade de gestão financeira – Relatório de "Micro avaliação" do Ministério da Agricultura e Ambiente (MAA)

Exmos. Senhores

Nos termos da nossa proposta datada de 28 de março de 2018 e em conformidade com os Termos de Referência, procedemos à avaliação da capacidade de gestão financeira ("Micro avaliação") do Ministério da Agricultura e Ambiente (MAA), na qualidade de Parceiro de Implementação.

Cumpre-nos salientar e agradecer a colaboração que recebemos por parte dos responsáveis do Escritório Comum do UNDP, do UNFPA e da UNICEF em Cabo Verde e do Ministério da Agricultura e Ambiente (MAA), com quem contactámos no decurso dos nossos trabalhos.

Entretanto, apresentamos os nossos melhores cumprimentos e subscrevemo-nos

PricewaterhouseCoopers & Associados
- Sociedade de Revisores Oficiais de Contas, Lda.
representada por:

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A. *Introdução*

A.1 Enquadramento

A micro avaliação faz parte dos requisitos da Abordagem Harmonizada para Transferências de Fundos (HACT - *Harmonized Approach to Cash Transfers*). O HACT representa uma estrutura operacional para a transferência de fundos do Escritório Comum do UNDP, do UNFPA e da UNICEF em Cabo Verde ("Escritório Comum") para os parceiros de implementação (PI) governamentais e não governamentais.

A micro avaliação avalia a estrutura de controlo interno do PI em cinco áreas operacionais, resultando numa classificação do risco das mesmas (baixo, moderado, significativo ou elevado). A classificação do risco geral é usada pelo Escritório Comum, juntamente com outras informações disponíveis (por exemplo, histórico de envolvimento com o Escritório Comum e resultados dos trabalhos de garantia de fiabilidade executados ao PI no passado) para determinar qual (i) o tipo e a frequência das atividades de garantia de fiabilidade, tendo em conta as diretrizes do Escritório Comum e (ii) a modalidade mais apropriada de transferência de fundos, a serem implementados no PI.

A.2 Âmbito

A micro avaliação fornece uma avaliação geral do programa do PI, das suas políticas, procedimentos, sistemas e controlos internos de gestão financeira e de operações. Inclui:

- Uma análise da situação legal, das estruturas de governação e da viabilidade financeira do PI; gestão de programas, estrutura organizacional e gestão do pessoal, políticas e procedimentos contabilísticos, ativos fixos e inventários, relatórios financeiros e de seguimento e *procurement*;
- Um foco na conformidade com políticas, procedimentos, regulamentos e acordos institucionais que são emitidos, tanto pelo Governo, quanto pelo PI.

A avaliação considera ainda os resultados de quaisquer micro avaliações anteriores em que o PI foi objeto.

A.3 Metodologia

Realizámos a micro avaliação de 24 de maio a 10 de agosto de 2018, na cidade da Praia.
Através da discussão com a Direção, observação e testes de transações, avaliámos o PI e o sistema de controlo interno conexo, com ênfase em:

- Eficácia dos sistemas em fornecer à direção do PI informações precisas e oportunas para a gestão de fundos e ativos, de acordo com planos de trabalho e acordos com o Escritório Comum;
- Eficácia geral do sistema de controlo interno na proteção dos ativos e recursos do PI.

A nossa análise, baseada (a) no inquérito feito às pessoas constantes no anexo III, (b) na consulta de alguns documentos suportes no PI e (c) no preenchimento do questionário de micro avaliação (versão

junho de 2016) constante no anexo IV, poderá não ter revelado todas as fraquezas do sistema de controlo interno, em cada uma das áreas temáticas da micro avaliação, em vigor no MAA.

O referido questionário foi preenchido de acordo com as instruções constantes nos Termos de Referência para micro avaliação incluída no manual *HACT* (versão junho de 2016) e fornecerá a seguinte classificação geral de risco com base nas respostas fornecidas:

- Risco baixo – Indica um sistema de gestão financeira bem desenvolvido e uma estrutura de controlo de funcionamento com baixa probabilidade de impacto negativo na capacidade dos PIs de executar o programa de acordo com o plano de trabalho.
- Risco moderado - Indica um sistema de gestão financeira e uma estrutura de controlo de funcionamento com probabilidade moderada de potencial impacto negativo na capacidade dos PIs de executar o programa de acordo com o plano de trabalho.
- Risco significativo - Indica um sistema de gestão financeira ou estrutura de controlo subdesenvolvidos com uma probabilidade significativa de potencial impacto negativo na capacidade dos PIs de executar o programa de acordo com o plano de trabalho.
- Risco elevado - Indica um sistema de gestão financeira e estrutura de controlo subdesenvolvidos com elevada probabilidade de potencial impacto negativo na capacidade dos PIs de executar o programa de acordo com o plano de trabalho.

Discutimos os resultados da micro avaliação com o pessoal do Escritório Comum e do PI antes da finalização do relatório. A lista de pessoas contactadas e entrevistadas durante a micro avaliação consta do anexo III.

A.4 Restrições na distribuição e uso

Este relatório é emitido unicamente para informação e uso do Escritório Comum, do PI e de outras entidades representativas do Governo de Cabo Verde, pelo que não deverá ser distribuído a outras entidades.

B. *Resumo dos resultados da avaliação de risco*

A tabela abaixo resume os resultados e as principais fraquezas no controlo interno identificados durante a aplicação do questionário de micro avaliação (ver Anexo IV). As conclusões e recomendações detalhadas são apresentadas na *Secção C* abaixo.

Área temática testada	*Avaliação de riscos **	*Breve justificação da classificação (principais fraquezas de controlo interno)*
1. Parceiro de implementação	Baixo	As principais fraquezas observadas nesta área temática relacionam-se com o facto do MAA não dispor de uma política formal antifraude e anticorrupção e de canais formais para denúncia de situações de fraude.
2. Gestão do programa	Baixo	Não observamos nenhuma fraqueza relevante nesta área temática.
3. Estrutura organizacional e gestão do pessoal	Moderado	O MAA rege-se pelas leis e regulamentos de gestão de recursos humanos da função pública. A estrutura organizacional da entidade está definida no organigrama constante no Anexo II. Principais fraquezas observadas nesta área temática resumem-se como segue: (a) não existe uma política formal de formação do pessoal da área contabilística/financeira e de gestão dos programas e (b) não existe manual de políticas e procedimentos de controlo interno.
4. Políticas e procedimentos contabilísticos	Baixo	O MAA utiliza o Sistema Integrado de Gestão Orçamental e Financeira (SIGOF) que permite (i) gestão orçamental, (ii) o registo contabilístico, (iii) a aprovação e validação de todas as transações financeiras da entidade. As principais fraquezas observadas nesta área temática, resumem-se como segue: (a) os documentos suporte de despesas quando pagos não são cancelados com carimbo "pago" do MAA; (b) não existe manual de políticas e procedimentos de controlo interno e (c) não existe um gabinete de Auditoria Interna.
5. Ativos fixos e Inventário	Significativo	As principais fraquezas observadas nesta área temática, resumem-se como segue: (a) inexistência de um sistema de salvaguarda e proteção dos ativos contra fraude e roubo; (b) não inventariação dos ativos fixos e dos inventários e (c) insuficiência de cobertura dos bens de propriedade da entidade por apólices de seguros.
6. Relatórios financeiros e de seguimento	Moderado	As principais fraquezas observadas nesta área temática relacionam-se com o facto: (a) das demonstrações financeiras gerais do MAA não serem auditadas por um auditor Independente e (b) dos relatórios financeiros não serem produzidos de forma automatizada.

Área temática testada	*Avaliação de riscos **	*Breve justificação da classificação (principais fraquezas de controlo interno)*
7. Procurement	Moderado	O MAA utiliza o SIGOF que exige que todas as aquisições sejam autorizadas no respetivo sistema. O MAA rege-se pelo código da contratação pública, regulada pela ARAP – Autoridade Reguladora das Aquisições Públicas. As principais fraquezas observadas nesta área temática relacionam-se com o facto do MAA não possuir um sistema informatizado de *procurement* e de uma unidade de *procurement* estruturada com uma equipa qualificada, formada e certificada para o efeito.
Avaliação geral de riscos	**Moderado**	

**Elevado, Significativo, Moderado, Baixo*

C. *Constatações relativas ao controlo interno e recomendações*

	Descrição	*Recomendação*
1	***Política "antifraude" e "anticorrupção" e canais de denúncia*** O PI não dispõe de (a) uma política formal de "antifraude" e "anticorrupção" e (b) canais apropriados de denúncias de fraude, desperdício ou uso indevido de recursos do Escritório Comum.	Recomendamos que o PI defina uma política "antifraude" e "anticorrupção" de forma clara e formal e que seja do conhecimento de todo o pessoal da organização. Deve, igualmente, criar canais apropriados de denúncia anónima de situações que indiciem fraude, desperdício ou uso indevido de recursos do Escritório Comum.
2	***Formação do pessoal*** O PI não dispõe de uma política formal de formação dos funcionários afetos às áreas contabilística e financeira e de gestão do programa.	Recomendamos que seja estabelecido um programa que garanta formação periódica do pessoal afeto às áreas contabilística e financeira e de gestão do programa.
3	***Manual de Controlo Interno*** O PI não possui um manual de políticas e procedimentos de controlo interno (ou outro documento equivalente).	Com o objetivo de reforçar os procedimentos de controlo interno e permitir o exercício de um controlo mais rigoroso, recomendamos que o PI elabore um Manual de políticas e procedimentos de controlo interno (ou outro documento equivalente) da entidade. O Mesmo deve ser disponibilizado a todo o pessoal afeto à entidade e atualizado periodicamente.
4	***Cancelamento de documentos suporte pagos*** Nem sempre os documentos suporte das despesas são cancelados, quando pagas, com o carimbo "pago".	Recomendamos que os documentos suporte das despesas, quando pagas, sejam cancelados com carimbo "pago", por forma a evitar duplos pagamentos.
5	***Auditoria Interna*** O PI não dispõe de um Auditor interno/gabinete de auditoria interna.	Recomendamos, caso se justifique, que o PI crie um Gabinete de Auditoria Interna, suficientemente independente, com o objetivo de proceder a avaliações críticas sobre (a) o cumprimento dos controlos e procedimentos instituídos pelo PI e (b) a gestão dos fundos do Escritório Comum.
6	***Gestão dos ativos fixos e dos inventários*** Não existe um sistema de gestão de	Com o objetivo de garantir uma maior segurança e um melhor controlo físico dos bens de ativos fixos e dos inventários do PI,

	Descrição	Recomendação
	ativos fixos e dos inventários adequado que permita a salvaguarda dos mesmos, contra fraude, desperdício e uso abusivo.	recomendamos (a) que seja implementado um sistema de gestão de ativos fixos e dos inventários, (b) que seja efetuada com periodicidade, pelo menos anual, a inventariação física desses bens e respetiva reconciliação com as listagens extraídas do sistema, devendo as diferenças eventualmente identificadas ser justificadas e aprovadas superiormente e (c) caso se justifique, os ativos fixos sejam identificados através da colocação de chapas marcadas com insígnia dos financiadores e pré-numeradas, por forma a ser possível identificar o financiador e permitir evidenciar a correspondência efetiva entre a existência física do bem e a respetiva listagem.
7	***Cobertura de Seguros***	
	Os equipamentos e mobiliário (com exceção das viaturas e motociclos) não estão cobertos por apólices de seguro.	Recomendamos que todos os ativos fixos da entidade sejam cobertos por apólices de seguro como forma de garantia em caso de sinistro.
8	***Auditoria às Demonstrações financeiras***	
	Não obtivemos evidência que as demonstrações financeiras do PI tenham sido objeto de auditoria pelo Tribunal de Contas numa base regular e atempada.	Recomendamos que as auditorias independentes às demonstrações financeiras sejam efetuadas numa base regular e atempadamente.
9	***Relatórios financeiros***	
	Os relatórios financeiros produzidos pelo PI não são extraídos de forma automatizada do sistema SIGOF.	Recomendamos que sejam criados mecanismos que operacionalizem a extração de relatórios financeiros de forma automatizada, como forma de reduzir o risco de ocorrência de erros na apresentação dos referidos relatórios.
10	***Procurement***	
	O PI não dispõe de um sistema informatizado de *procurement* e de uma unidade de *procurement* estruturada, com uma equipa qualificada, formada e certificada para o efeito.	Recomendamos que os controlos na área de *procurement* sejam reforçados, nomeadamente através de (i) implementação de um sistema informatizado de *procurement*, com controlos de acesso adequados e segregação de funções de pedidos de compra, aprovação e receção de mercadorias e (ii) criação de uma unidade de *procurement* estruturada, com uma equipa qualificada, formada e certificada.

Annex I: UNDP Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT: **ENTER CHOSEN RATING: HIGHLY SATISFACTORY**				
EXEMPLARY (5) ◎◎◎◎◎	**HIGHLY SATISFACTORY (4)** ◎◎◎◎○	**SATISFACTORY (3)** ◎◎◎○○	**NEEDS IMPROVEMENT (2)** ◎◎○○○	**INADEQUATE (1)** ◎○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION: **ENTER CHOSEN RATING: APPROVE**				
• **APPROVE** – the project is of sufficient quality to continue as planned**.** Any management actions must be addressed in a timely manner. • **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.				
RATING CRITERIA				
STRATEGIC				
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): • **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. *Note: Management Action or strong management justification must be given for a score of 1				*ENTER CHOSEN RATING* **2** **ENTER EVIDENCE / JUSTIFICATION** The project theory of change informs how it presumes that the government and civil society partners will carry on and capitalize on enhanced and improved capacities in conservation management in place towards improvements
				ENTER CHOSEN RATING **2**

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): • **3:** The project responds to one of the three areas of development work[51] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[52]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)* • **2:** The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)* • **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.	**ENTER EVIDENCE / JUSTIFICATION** The projects align with UNDP Strategic Plan Output: Output 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
RELEVANT	
3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project): • **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.).The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)* • **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. *(both must be true to select this option)* • **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. *Note: Management Action must be taken for a score of 1, or select not applicable.	**ENTER CHOSEN RATING** **3** **ENTER EVIDENCE / JUSTIFICATION** The Project document explicitly informs how it will work with target groups, including several key government agencies, private sector, fishermen, NGOs and tourism actors, both on informal and formal ways.
4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): • **3:** Knowledge and lessons learned (gained e.g., through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.	*ENTER CHOSEN RATING* **3** **ENTER EVIDENCE / JUSTIFICATION** Section 2.12 - Incorporation of Lessons Learned of the PRODOC levels up consistent information on how past lessons and good practices will be considered.

[51] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

[52] sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
• **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. *Note: Management Action or strong management justification must be given for a score of 1	
5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): • **3:** A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. *Note: Management Action or strong management justification must be given for a score of 1	*ENTER CHOSEN RATING* **2** **ENTER EVIDENCE / JUSTIFICATION** The project does have a gender analysis in its design and discussed on section 2.14 and in Annex F, where an action plan is also informed
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project): • **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)* • **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1	*ENTER CHOSEN RATING* **3** **ENTER EVIDENCE / JUSTIFICATION** The project analysed all partners' roles and it is clear how they will be engaged at every outcome level. It also relevant to inform that South-South Triangular Cooperation has been considered as a viable and relevant option (paragraph 399)
SOCIAL & ENVIRONMENTAL STANDARDS	

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
7. Does the project seek to further the realization of human rights using a human rights-based approach? (select from options 1-3 that best reflects this project): • **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)* • **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1	*ENTER CHOSEN RATING* **3** **ENTER EVIDENCE / JUSTIFICATION** The project will contribute to achieving human rights objectives by supporting a participatory and collaborative approach in the management of protected areas in Cabo Verde. This will be achieved through the following: 1) Increased inclusion of local communities in decision-making processes that may impact them by enhancing their involvement in the design, implementation and monitoring of the project, through capacity building, training and support for the PA 2) because gender equality is included in the project through a gender action plan and gender equality is a universal principle of law and a commitment of a global dimension recognized in the main international instruments on human rights. 3) Enhancement of the availability, accessibility and quality of benefits and services for potentially marginalized individuals and groups through the negotiation and implementation of co-management agreements based on the sustainable use of natural resources within and around Protected Areas.
8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project): • **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*.	*ENTER CHOSEN RATING* **3** **ENTER EVIDENCE / JUSTIFICATION** The project is designed specifically to assist with conserve the resources of the Santa Luzia MPA. These resources are used by local artisanal fishing communities. If no action is taken to work with the communities to help conserve the MPA,

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
• **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. *Note: Management action or strong management justification must be given for a score of 1	there is a risk that the communities will deplete the resources and lose sustainable opportunities. The project will work directly with local communities to build capacities to help ensure that this does not happen and that sustainable livelihoods are secured. These principles are fully incorporated within the project design.
9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	**I. YES**
MANAGEMENT & MONITORING	
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project): • **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)* • **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)* • **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *Note: Management Action or strong management justification must be given for a score of 1	*ENTER CHOSEN RATING* **3** **II. ENTER EVIDENCE / JUSTIFICATION** The project's results framework contains indicators that will make certain that the project is engaged with stakeholders effectively and, in particular, with women as shown by gender specific indicators in the results framework. The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. It is stated on the project document that it will develop and implement annual work plans and other quality assurance requirements, such as UNDP GEF M&E requirements, which will additionally include reporting in the GEF PIR, and that

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
	the monitoring of risks and the various plans/strategies developed to support project implementation
11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	**III. YES**
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): • **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true to select this option)*. • **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The ProDoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)* • **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. *Note: Management Action or strong management justification must be given for a score of 1	*ENTER CHOSEN RATING* **3** **ENTER EVIDENCE / JUSTIFICATION** Governance and management arrangements is clearly defined on section VII of the ProDoc. It also fully and comprehensively states the roles and responsibilities of all project proposed governance structures and partners
13. Have the project risks been identified with clear plans stated to manage and mitigate each risk? (select from options 1-3 that best reflects this project): • **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)* • **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	*ENTER CHOSEN RATING* **2** **ENTER EVIDENCE / JUSTIFICATION** The project has identified the risks – through a risk log and stated clearly how to manage each one of them. The risk log is part of the ProDoc and included as Annex G
EFFICIENT	

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	**IV. YES**
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	**Yes**
16. Is the budget justified and supported with valid estimates? • **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.	*ENTER CHOSEN RATING* **3** **ENTER EVIDENCE / JUSTIFICATION** There is sufficient and clear information on section VIII, including multi-year budgeting info by components, responsible parties, and Budget information notes
17. Is the Country Office fully recovering the costs involved with project implementation? • **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	*ENTER CHOSEN RATING* **3** **ENTER EVIDENCE / JUSTIFICATION** CO will receive its GEF fee portion for project oversight and monitoring, in addition to a share of the GEF project management budget via Direct Project Costs for project implementation services provided and covered by an Responsible Party LOA issued by Govt
EFFECTIVE	
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project): • **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)*	*ENTER CHOSEN RATING* **3** **ENTER EVIDENCE / JUSTIFICATION**

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
• **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. *Note: Management Action or strong management justification must be given for a score of 1	Capacity assessment, HACT micro assessment have been conducted and a report is attached as Annex H.
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.	*ENTER CHOSEN RATING* **2** **ENTER EVIDENCE / JUSTIFICATION** Efforts to engage target groups to include prioritized actors, marginalized and excluded populations were made during the PIF and during proposal drafting - Several target populations including Women's groups, artisanal fishers, and individual households were consulted and engaged. During these meetings key issues were discussed.
20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	**V. YES**
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	VI. **YES** **ENTER EVIDENCE / JUSTIFICATION**
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): • **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources. • **2:** The project has a work plan & budget covering the duration of the project at the output level. • **1:** The project does not yet have a work plan & budget covering the duration of the project.	*ENTER CHOSEN RATING* **2** **ENTER EVIDENCE / JUSTIFICATION** Annex A clearly informs a work plan at output level, and there is an Initial Budget and Work Plan in Section VIII Total Budget and Work Plan
SUSTAINABILITY & NATIONAL OWNERSHIP	
	ENTER CHOSEN RATING **3**

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL	
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): • **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners.	**ENTER EVIDENCE / JUSTIFICATION** Similar to question 19 there was extensive engagement during PIF and continued during project design, the PIF and PPG teams spent a total of 5 weeks in Cabo Verde.
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): • **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	*ENTER CHOSEN RATING* **2.5** **ENTER EVIDENCE / JUSTIFICATION** One of key evidence elements is noted on project objective which is to strengthen the systemic and institutional capacity for reducing multiple threats to globally significant marine ecosystems and achieve sustainable blue growth in Cabo Verde. All 4 components have capacity building identified and stated on section 2.1 paragraphs 220, 221, 222, and 223
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	**VII. NO**
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	**Yes**

Annex J: Knowledge Management Plan

The project's knowledge management plan is integrated with Component 4. This will include a more complete implementation strategy to be completed during project inception.

The project will work to generate a number of knowledge building, sharing, and improvement structures. These can be loosely categorized as follows.

Capacity Building Through Knowledge Transfer

Under all of the component, knowledge will be transferred and gained through several initiatives. This will include providing opportunities for stakeholders to engage with international experts in related marine environment and conservation field, as well as promoting opportunities for stakeholders to exchange information through formal and informal capacity building events.

Examples include:

- The project will support at least 10 topical workshops. These will be executed each June and November throughout the five-year project period. The workshops will be accompanied by a summary report to be developed by the international expert with support from the project's technical team. The reports will be distributed to each of the participating Cabo Verde institutions.

- The inter-agency platform along with the project's technical staff will be tasked with generating the component deliverables. A time-bound work-plan and schedule, terms of reference, and assigned tasks with lead agencies for each deliverable will be created during the project inception period. At least two platform meetings will occur each year. These will be hosted by MEM and facilitated by the project's technical staff. A total of at least 10 platform meetings will occur during the project's implementation period.

- The project will convene a series of multiday training sessions for MPA managers focused upon improving management planning and implementation. The first conducted during project year one will provide managers with the basic skills required to enhance management skills. The second during project year three will be a follow-up session during project year three to assess manager progress and support continuing education. The third conducted during project year 5 will be designed to make certain managers have the capacity to fully design and implement effective management plans without external project support.

Generation of Knowledge Building Products

The project will catalyse the generation of a host of knowledge building products. Many of these products will become part of the new business as usual scenario, creating pathways for stakeholders generate new information, exchange this information, and better situated to make informed and adaptive decision-making over the long-term.

Examples include:

- A total of four annual "Status of National Marine Resources" reports will be delivered during the project period. Each annual report will be designed as a summary of no more than 30 pages total length. The first annual status report will be delivered with project support by the close of Project Year 2. Three additional reports will be generated during Project Years 3 – 5. Each report will be accompanied by a roll-out presentation that will include members of the media. By project close, the MEM should be fully capacitated to carry this effort forward independently.

- The first draft of the *National MPA Management Planning Guidelines and Management Plans* will be generated prior to the end of project year two. During subsequent project years, the project's technical staff will work with all of the MPA managers to formulate, adopt, and operationalize improved

management plans based upon the guidance document. By project close, each of the country's 22 MPA's will have revised management plans reflecting guideline recommended improvements.

- The project will support the completion of at least 4 *National MPA Annual Financing and Conservation Impact Reporting*, one each during project years 2 – 5. These reports will be submitted in a format suitable for review and approval by the Ministry of Finance.

- The *Inter-agency Fisheries Management* MoU will be completed prior to the close of project year two, allowing for effective inter-agency fisheries management support during subsequent project years.

- The initial management plan revisions, pertinent to the Santa Luzia MPA, will be completed prior to the close of project year one. The management plan progress will be reported upon annually during project implementation, with necessary adaptations and improvements made annually. By project close, the management plan should be fully operational and sustainably financed to delivery global biodiversity conservation objectives.

- Monthly fisheries monitoring reports will be produced, commencing by the close of project year one and will continue throughout the project period.

- The project itself will generate monthly project updates regarding project implementation status. Information will assist interested parties to monitor progress and key events regarding each of the project's outcomes and associated outputs. This is very important in a location such as Cabo Verde, where institutions and stakeholders are spread widely, both within government frameworks and geographically across numerous islands. These newsletters will be distributed electronically to each platform member.

Continued learning, including capture and amplification of knowledge

The project emplaced platform for interagency coordination, monitoring tools and other activities are intended to foster an environment of continued learning and information exchange, that goes well beyond the project period. Project lessons and best practices will be systematically captured. Practices and case studies from project will be codified and disseminated, nationally and internationally. This will be facilitated through the development of a website that will serve as a knowledge management and dissemination portal. This portal will allow local, national and international stakeholders to access relevant project outputs and utilize these outputs for on-going capacity building and learning. The newsletters will be published on the project's website. The project will also employ social media, including a Facebook site, to provide regular updates regarding project activity. The full website/knowledge portal will be operational before the close of Project Year 1. The knowledge portal will be handed over the MM and/or DNA for full management, prior to the close of the project.

Annex K: GEF OFP Endorsement Letter at PIF Stage

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Sustainable Development Cluster
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United Nations Development Programme
304 East 45th Street, FF 914
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adriana.dinu@undp.org

23 July 2016

Subject: Endorsement for the project

Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth

In my capacity as GEF Operational Focal Point for Cape Verde, I confirm that the above project proposal (a) is in accordance with my government's national priorities and our commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders, including the global environmental convention focal points.

I am pleased to endorse the preparation of the above project proposal with the support of the GEF Agency(ies) listed below. If approved, the proposal will be prepared and implemented by the Ministry of Agriculture and Environment. I request the GEF Agency(ies) to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing (from GEF-TF, LDCF, or SCCF) being requested for this project is US$ 4,257,211, inclusive of project preparation grant (PPG), if any, and Agency fees for project cycle management services associated with the total GEF grant. The financing requested for Cape Verde is detailed in the table below.

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Source of Funds	GEF Agency	Focal Area	Amount (in US$)			
			Project Preparation	Project	Fee	Total
GEF-TF	UNDP	BD	100,000	3,787,864	369,347	4,257,211
Total GEF Resources			**100,000**	**3,787,864**	**369,347**	**4,257,211**

In doing so, we apply the marginal adjustment rule whereby funds from the national STAR-LD allocation are shifted to BD.

I consent to the utilization of Cape Verde's allocations in GEF-6 as defined in the System for Transparent Allocation of Resources (STAR).

Sincerely,

Alexandre Nevsky Gomes Medina Rodrigues
National Director for the Environment
GEF Operational Focal Point

Copy to:

- Julio Lima, Advisor to Minister of Environment, GEF Political Focal Point
- Sonia Araujo, Convention Focal Point for UNCBD
- Ulrika Richardson, UN Resident Coordinator / UNDP Resident Representative in Cape Verde
- Yves de Soye, UNDP-GEF Regional Technical Advisors, Istanbul

Annex L: **Deleted**

Annex M: **Letters of Co-financing**

Ministério da
Economia Marítima

Mrs. Ana Graça
Resident Representative
United Nations Development Program
Avenida de OUA, PO Box 62
Praia, Cabo Verde

Ref.ª: 080/GMEM/2018 September 19h, 2018

Subject: Projects to complement to GEF-funded Project on "*Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth*"

Dear Mrs. Ana Graça

This letter is to inform on the commitment of the Government of Cabo Verde, through the Ministry of Maritime Economy (MEM), that complement the efforts of the UNDP/GEF (Global Environmental Facility) on the funded project "***Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth***". The interventions of Ministry of Maritime Economy have been consistent and contribute to conservation of the biological diversity and the natural resources of Cabo Verde. Therefore, we strongly believe that these programs are relevant to the objectives and outcomes of the UNDP/GEF project.

Title of project	Description	Amount (USD) planned for next 3 years.
Cape Verde Zee Inspection Control Reinforcement	This project will contribute to strengthening the monitoring and control of fishing activities in the EEZ and in coastal áreas	1 143 700,00
Marine Biodiversity Research and Conservation	The project aims to improve the living conditions of the main direct users of marine biodiversity as well as to elaborate the management measures of the fishing resources and to increase the levels of environmental education.	463 261,00

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Strengthening of Fisheries Product Inspection Capabilities)	Strengthen the inspections of establishments and vessels in accordance with the regular program of inspections; perform audits of competent authority agencies; certification of fishery products.)	439 710,00
Aquaculture Piloting And Planning In Cape Verde	This project intends to establish bases for the development of aquaculture in Cape Verde and to increase the supply of fishery products	163 545,00
Tuna Information Center	The project aims to Operate the satellite-acquired oceanographic data collection center and system to allow its treatment by varying sea surface temperature and energy and circulation patterns to identify potential tuna fishing zones , according to the migration route of these same species	369 250,00
Improving Infrastructures Supporting Fishing and Vessels	The project is intended to ensure the promotion of good management and operation of fisheries support infrastructures and the improvement of fish conservation conditions and the operational capacity for research in the fisheries sector.	1 022 010,00
Accreditation of the Official Laboratory of Fishery Products	To create conditions for an accredited structure for carrying out analyzes of fishery products	944 283,00
Oceanographic Center Of Mindelo	To carry out oceanographic research, to create a platform for studies and training, to facilitate field studies in the region and to strengthen scientific and oceanographic education infrastructures in West Africa	406 322,00
Economic Special Economic Zone Of S.V.)	Use of the sea and geographical location as main comparative advantages of CV, with a view to the development of an integrated maritime economy, in particular through the creation of a chain of industries and services connected to the sea	655 148,00
West Africa) - Regional Fisheries Program	Promoting good governance in fisheries, exploring new fisheries resources of commercial value, combating illegal fishing	139 509,00
Eurosites	Understand the processes that take place in the interior of the ocean, in the soil and in the subsoil,	304 264,00

	through measurements of long-term time series with high quality environmental data; and understand variations of short duration and ecosystem dynamics and monitor long-term variations and climate trends	
	Total	**6 051 002,00**

Through the above listed programs and interventions, the MEM will contribute a total of 6 51 002 USD. As parallel co-financing to the GEF-funded project 3,787.684 USD will be allocated. In addition, the Government of Cabo Verde will make available the amount of 1 177 020 USD in-cash contribution to help support the project activities and management costs.

Best regards,

Secretary of State for Maritime Economy

MINISTÉRIO DA ECONOMIA MARÍTIMA
O Secretário de Estado Adjunto

Paulo Veiga

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Ana Graca
Resident Representative
United Nations Development Program
Avenida de OUA, PO Box 62

Praia, Cabo Verde

C/C:

Ref.ª 2018

September 20th, 2018

Subject: Projects to complement to GEF-funded Project on "*Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth*"

Dear Mrs. Ana Graça

This letter is to inform on the commitment of the Government of Cabo Verde, through the Ministry of Environment and Agriculture (MAA), that complement the efforts of the UNDP/GEF (Global Environmental Facility) on the funded project "***Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth***".

The interventions of Ministry of Environment and Agriculture have been consistent and contribute to conservation of the biological diversity and the natural resources of Cabo Verde. Therefore, we strongly believe that these programs are relevant to the objectives and outcomes of the UNDP/GEF project. These include:

Title of project	Description	Amount (USD) planned for next 5 years.
National Environment Fund	Management and conservation of protected areas and natural resources	2,785,254
	Surveillance strengthening of the Santa Luzia and islets natural reserves	153,723

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	Strengthening of institutional capacities in implementation of environmental quality and policies	921.650
	Information and education for the environment and citizenship	619,149
	Support for CSO and Enterprises	3,841,702
Strengthening of DNA Institutional capacity	Strengthening the institutional capacity of National. (in kind)	710,000
Grand Total		**8,110,750**

Through the above listed programs and interventions, the MAA will contribute a total of **8,110,750 USD**, of which **710,000 USD** in kind and **7,400,750 USD** in cash co-financing.

As parallel co-financing to the GEF-funded project **3,787.684 USD** will be allocated.

Best regards,

Elida Monteiro

Director General of Planning Budget and Management

Dakar, September 19th 2018

Ana Graca
Resident Representative
United Nations Development Program
Avenida de OUA, PO Box 62
Praia, Cabo Verde

Subject: Projects to complement to GEF-funded Project on "*Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth*"

Dear Mrs. Ana Graça

This letter is to inform on the commitment of MAVA Foundation ("Fondation MAVA pour la Nature"), complementing the efforts of the UNDP/GEF (Global Environmental Facility) on the funded project "***Managing multiple sector threats on marine ecosystems to achieve sustainable blue growth***".

The interventions of MAVA Foundation are consistent and contribute among others to the management of S. Luzia Reserve and the conservation of biological diversity and natural resources in Cabo Verde until 2022. We believe that our program in Cabo Verde summarized below is relevant to the objectives and outcomes of the UNDP/GEF project.

Title of project	Description	Amount (USD) planned for 2018-2022
Desertas - Sustainable management of Santa Luzia Marine Reserve	Support the management of S. Luzia's reserve	755,650
Promoting the conservation of seabirds in Cabo Verde	Promote the conservation of seabirds and their habitats in Cabo Verde	1,499,301

MAVA, Fondation pour la Nature- Bureau de représentation de Dakar, Mamelles villa F 46- Ouakam
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Securing the long-term future of Cabo Verde as a key breeding site for Loggerhead Turtles	Promote de conservation of sea turtles and their habitats in Cabo Verde	4,734,065
Grand Total		**6,989,016**

Through the above listed projects and interventions until 2022, the MAVA Foundation finances a total of approximately 6,989,016 USD in cash to support the conservation of biological diversity in Cabo Verde promoted by the authorities, local communities and civil society organisations. MAVA's funds are mostly allocated to improve the management of MPA, to promote patrolling and surveillance of key areas for biodiversity, and to develop awareness and education, capacity building and applied research.

Best regards,

Charlotte Karibuhoye
Director, West Africa Programme

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