

TRAINING AND CAPACITY BUILDING, STRATEGY AND ACTION PLAN

Prepared for:



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EXECUTIVE SUMMARY

Namibia's coastal zone has been recognized as an area of enormous economic, social and environmental value and as such warrants careful management attention. Strengthening institutional and human capacity amongst government agencies and officials charged with various coastal management responsibilities has been identified as an important focus area for NACOMA. Their key interest is to ensure the long term sustainable use and development of these valuable resources and landscapes by enhancing ICM management capacity.

This Training and Capacity Building Strategy and Action Plan (TCB-SAP) aims to implement a suite of capacity building interventions to strengthen institutional capacity in ICM at local, regional and national levels with the purpose of mainstreaming biodiversity conservation and sustainable resource use into coastal development planning and decision-making processes.

Twenty five stakeholder institutions ranked six knowledge and two skills themes as priority for training and capacity building (scores > 70%, Figs 1 and 2). The knowledge themes were: Integrated Development Planning, Strategic Planning, Sustainable Development Tools (EIA and SEA), Monitoring and Evaluation, Principles of ICM, Governance for ICM and Policy & Legislative Framework for ICM; while the two skills areas for which greater need was expressed were: Monitoring and Evaluation (76%, n = 25) and EIA & SEA (72%).

Within institutions, T&CB is targeted at three levels i.e. policy making level (ministers, deputy ministers, governors, regional councilors and local councilors), managerial level (permanent secretaries, deputy permanent secretaries, chief executive officers, strategic executive officers, directors, deputy directors) and technical levels (divisions head, sections head, chief control officers, planners, environmental health officers, wardens and scientists). Training and capacity interventions will be tailor-made to suite the specific needs of these three target audiences. Interventions will range from high-level seminars on principles of ICM, sustainable development tools, strategic planning and integrated development planning, through basic and advance T&CB interventions on the prioritized knowledge and skills themes, to hands-on technical content on GIS/Remote Sensing and Resource Mapping.

The T&CB interventions will be sourced out to competent service providers, selected on the basis of meeting the criteria set out in the Terms of Reference (ANNEX 9) for the implementation of the TCB-SAP. The Department of Natural Resources and Conservation, Faculty of Agriculture and Natural Resources at the University of Namibia will provide the coordinating services and together with the NACOMA Project Office will ensure successful implementation of the TCB-SAP.

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ACRONYMS AND ABBREVIATIONS

BCLME	Benguela Current Large Marine Ecosystem
BCS	Benguela Current System
BENEFIT	Benguela Environment Fisheries Interaction and Training Programme
CBD	Convention on Biological Diversity
CES	Coastal Environmental Services
CPUT	Cape Peninsula University of Technology
CSIR	Council for Scientific and Industrial Research
DANCED	Danish Cooperation for Environment and Development
DDC	Directorate of Decentralization Coordination
DEA	Directorate of Environmental Affairs
DLIST	Distance Learning and Information Sharing Tool
DMA	Directorate of Maritime Affairs
DOS	Directorate of Operations and Surveillance
DP	Directorate of Planning and Development Services
DPPE	Directorate of Policy, Planning and Economics
DPWM	Directorate of Parks and Wildlife Management
DRFN	Desert Research Foundation of Namibia
DRM	Directorate of Resource Management
DSS	Directorate of Scientific Services
DT	Directorate of Tourism
DWA	Directorate of Water Affairs
EEU	Environmental Evaluation Unit
EIA	Environmental Impact Assessment
EM	Environmental Management
EMIN	Environmental Monitoring and Indicators Network
EMP	Environmental Management Plan
EMS	Environmental Management System
GEF	Global Environmental Facility
GIS	Geographical Information Systems
JPI	Johannesburg Plan of Implementation
LAs	Local Authorities
LBTA	Land Board Tenure and Advice
LMs	Line Ministries
LUPA	Land Use Planning and Allocation
ICM	Integrated Coastal Management
ICZM	Integrated Coastal Zone Management
IDP	Integrated Development Planning
IWRM	Integrated Water Resource Management
M & E	Monitoring and Evaluation

MAWF	Ministry of Agriculture, Water and Forestry
MET	Ministry of Environment and Tourism
MFMR	Ministry of Fisheries and Marine Resources
MLRR	Ministry of Lands, Resettlement and Rehabilitation
MLRGHRD	Ministry of Regional and Local Government, Housing and Rural Development
MME	Ministry of Mines and Energy
MPAs	Marine Protected Areas
MTI	Ministry of Trade and Industry
MWTC	Ministry of Works, Transport and Communication
NACOMA	Namibian Coast Conservation and Management Project
NACOWP	Namibian Coastal Management White Paper
NGO	Non-Governmental Organisation
NPC	National Planning Commission
PO	Project Office
PCO	Project Coordination Office
RAs	Regional Authorities
SAIEA	Southern African Institute for Environmental Assessment
SEA	Strategic Environmental Assessment
SAEON	Southern African Environmental Observation Network
SPAN	Strengthening the Protected Area Network
TBD	To be determined
T&CB	Training and Capacity Building
UCT	University of Cape Town
UN	United Nations
UNAM	University of Namibia
UNCED	United Nations Conference on Environment and Development
UNEP	United Nations Environmental Programme
UWC	University of the Western Cape
WSSD	World Summit on Sustainable Development

1. INTRODUCTION

1.1. Background and rationale

The Namibian Coast Conservation and Management (NACOMA) Project is part of the Government of Republic of Namibia's strategy to promote sustainable economic development under the auspices of the Ministry of Environment and Tourism (MET). The MET is consolidating its biodiversity conservation efforts and has been adopting integrated management approaches for natural resources management. The NACOMA project is supporting three key areas identified by government for implementing Integrated Coastal Management (ICM), being: (i) development of ICM legislation; (ii) decentralization of environmental mandates; and (iii) strengthening of institutional frameworks and capacity for ICM, especially at local and regional levels in support of the decentralization process. The need for *in situ* conservation and sustainable use of biodiversity through ICM and an ecosystem-based approach is guided by the Convention on Biological Diversity (CBD) and the Jakarta Mandate adopted at its 2nd meeting in Jakarta. There are several other international agreements, conventions and guidelines:

- Rio Declaration on Environment and Development;
- UNCED, Agenda 21 Chapter 17 (1992);
- Framework Convention on Climate Change (1992);
- UNEP regional Seas programs – to promote regional; cooperation to better manage the coastal environment;
- Abidjan Convention – West Africa;
- Nairobi Convention – East Africa;
- Global Program of Action for the Protection of the Marine; Environment from Land-based Activities;
- WSSD (JPI) 2002, reaffirmed commitment to ICM principles and approaches. Dedicated section to protection and management of oceans, seas, islands and coastal areas and encourage coastal states to prepare ICM plans.

Sustainable use and development of Namibia's coastal areas and resources, particularly biodiversity conservation is hampered by the lack of capacity at all levels of government (local, regional and national).

1.2. The Namibian Coast

The Namibian coastal zone is a contrast between the highly productive Benguela Current System (BCS), eastern boundary current system, to the seaward extent and one of the oldest deserts, the Namib Desert, to the landward extent. The BCS has warm water boundaries both at its equatorward and poleward extent, the Angola Benguela front in the north and the Agulhas

retroflexion area in the south. The Namib Desert runs for at least 1570 km from the Kunene River to the Orange River and its width varies between 80 km in the north and 150 km in the south.

There are no perennial rivers in the interior besides the two perennial rivers, the Kunene River in the north and the Orange River in the south, but westward flowing ephemeral rivers drain sporadically into the ocean. Lüderitz Bay and Walvis Bay are the two commercial and fishing harbours, whereas the Sandwich harbour, a historical fishing hub, has since been declared a Ramsar site together with the Walvis Bay lagoon. Small islands occur close to the coast in the southern half of Namibia and are ecologically critical as breeding sites for seabirds and seals.

Large number of people converges to the coast and development pressures are inevitably modifying the environment through resource use, land conversion, sea dredging and pollution.

Commercial fishing and other living marine resources have been overexploited since 1950's. Overfishing and environmental perturbations have caused changes in abundance and distribution of Namibia's marine resources. Unsustainable development that includes mining and exploration has led to the depletion of the scarce water resources. The Namibian coastal environment is also threatened by habitat loss and degradation, marine pollution, increased environmental variability and introduction of harmful exotic species. Therefore the adoption of a holistic, integrated approach in the management of impacts is desirable than the current disjointed project-based management approach.

1.3. Integrated Coastal Management (ICM): Principles, concepts and methods

ICM is a process by which rational decisions are made concerning the conservation, sustainable use and development of coastal and marine resources and landscapes. Its goal is to improve the quality of life of human communities which depend on coastal resources while maintaining the biological diversity and productivity of coastal ecosystems. Consequently several countries, both developed and developing have developed policies, legislation, programmes and plans to ensure the long term sustainable use and development of these vulnerable and economically important ecosystems. ICM strives to overcome fragmentation and jurisdictional splits and overlaps inherent to the historical sectoral management approach. Appropriate institutional arrangements with particular focus on promoting intersectoral and interagency co-ordination at all levels of government are put in place. Mechanisms for involving stakeholders are also important to ensure that coastal communities and other stakeholders are involved in planning and decision-making. ICM also requires approaches that are holistic, integrated and participatory. Furthermore it requires an adaptive management approach i.e., management that is flexible and can adapt with changing situations and acquisition of knowledge and experience.

ICM is therefore regarded as an approach for the 21st century as it treat the seaward extent and the landward extent of the coastal zone as a single interacting unit, hence 'unitary' management or integrated management. Conservation efforts in the coastal zone are concerned with deserts, littoral resources such as beaches, lagoons, fisheries, water quality and wildlife. The main pressures on the Namibian coastal environment calling for ICM approach are identified as

extractive marine living resource use; pollution from shipping, oil spills and land based sources; mining and exploration for gas, oil, salt, sand, diamonds and other minerals along the coast; physical alteration through coastal infrastructural development; pollution and abstraction to watersheds; tourism; and introduction of alien species and mariculture. The coastal area is susceptible to natural hazards such as floods and sea level rise and consequent shoreline erosion under the influence of global warming

ICM requires that decision making processes for the sustainable use, development, and protection of Namibian coastal and marine biodiversity take account of the complex and dynamic nature of the coast. The Rio Declaration, one of the five outputs of the Earth Summit, provides a set of twenty seven principles that are meant to guide sustainable development and amongst them seven are of particular relevance to ICM, being:

- (i) Interrelationship and integration among coastal issues and sectors;
- (ii) Intergenerational equity, meaning justice and fairness in current resource distribution among all benefactors without foreclosing the needs of the future generations;
- (iii) The right to develop or the right of any human being to make a living from the environment in a dignified manner;
- (iv) Environmental safeguards principle for preventing environmental harm through a proactive approach rather than *ad hoc* approach of repair and compensation for damage inflicted;
- (v) Precautionary principle means that lack of scientific certainty should not be the reason to postpone actions to avoid potentially irreversible harm to the environment;
- (vi) “Polluter pays” principle refers to the internalization of environmental costs by polluters than deferring those costs to the society;
- (vii) Transparency principle requires that decisions are made in an open, transparent manner with full public participation.

Integration

ICM must be approached from a holistic, integrated and systems perspective and should involve the participation of all relevant stakeholders. The notion of integration is a key concept in ICM and strives to achieve coordination of coastal activities in different sectors and in turn curtail the main pressures and conflicts in the coastal environment. The dimensions of integration are:

- (i) intersectoral integration or horizontal integration (integration of various sectors that operate in the sea-land interface, i.e., diamond and uranium extraction, oil and gas exploration, harvesting of commercial fish resources, tourism and agriculture. Fragmentation and replication is reduced by cooperation of different sectors and stakeholders or as a collective agenda addressed by all parties;
- (ii) Intergovernmental integration or vertical integration (integration among different levels and mandates of government, whether national line ministries (LMs) with their respective and relevant directorates, regional authorities (RAs) and local authorities (LAs)). Overlaps in jurisdictions and diffusion of authority can be solved by vertical integration or coordination between different levels of governance or devolution of powers through the decentralization process;

- (iii) Spatial integration (integration of the landward extent and seaward extent of the coastal zone within the confines of a clearly defined or legally distinct management area). There is interaction between the ecology in the landward Namib Desert and seaward cold, nutrient-rich Benguela Current System, hence the need for an ecosystems approach and broadscale management approaches such as watershed management and land-use planning.
- (iv) Science-management integration (integration between the different disciplines) or integration of scientific research outputs in management and decision making; and
- (v) International integration for management of transboundary resources and impacts.

Governments employ a range of management tools and methods to plan and manage coastal resources on a sustainable basis in an effort to achieve coordination of sectoral activities. These include planning tools such as regional planning, spatial planning, protected area management (e.g. MPAs), biodiversity planning, environmental assessment tools such as SEA and EIA, methods for conflict management, as well as more technical tools such as GIS, remote sensing, and economic valuation techniques. ICM employs these tools and methods to achieve several key functions:

- (i) Strategic planning: This involves making broad-base strategic goals, and employing human and capital resources to achieve these goals;
- (ii) Spatial planning: This concerns land-use planning and involves zoning of resource areas for regulatory and custodial purposes to ensure that areas of conservation and biodiversity value as well as land that is suitable for development is zoned appropriately. This may include the identification of nature reserves or marine national parks, the creation of buffer zones to preserve key habitats such as wetlands, sand dunes and ecologically important islands and establishment of setbacks to keep beachfront structures at a safe distance from shoreline erosion and storms;
- (iii) Monitoring of coastal activities against a set baseline as well as monitoring of day to day activities in order to detect deviations from expected outcomes or to identify negative impacts. ICM relies on best available scientific data and information for sound decisions, hence retrospective analyses of scientific material (archives) and data;
- (iv) Public participation to ensure shared decision making through efficient communication and effective dialogue of aspirations and collective search for solutions;
- (v) Conflict management by harmonising uses and avoiding potential conflicts;
- (vi) Stewardship of resources for protection of the ecological base of coastal areas, preserving biodiversity and ensuring that uses within the coastal zone are sustainable;
- (vii) Protection of public safety from natural and human induced hazards; and
- (viii) Ensure protection of coasts and oceans by prudent management of public resources to obtain good economic returns.

The initial pioneer efforts of ICM in Namibia where started at the Local Authority level through the DANCED-funded Local Agenda 21 of the Municipality of Walvis Bay (2000). The NACOMA project is a national initiative closely coupled with the decentralization efforts to transfer authority, resources and responsibility from central government to the regions. The current legislative frameworks for ICM in Namibia and the activities of the Namibian Coastal Management White Paper process (NACOWP), which is currently at a Draft Green Paper phase have been reviewed through the NACOMA project and have informed this T&CB-SAP.

1.4. Interpretation of project objectives

The main objectives of this project are to (i) build capacity through training and institutional strengthening in ICM with a priority given to mainstreaming biodiversity and sustainable use into coastal development planning and decision-making; (ii) finalize a training and capacity building strategy and action plan and (iii) coordinate the implementation of priority activities.

The project team recognizes the importance of involving relevant institutions and stakeholders in the review, improvement and finalization of the T&CB-SAP process and building an institutional culture that takes a more integrated, systems orientated and participatory approach to managing coastal resources.

Therefore, the successful implementation of ICM along the Namibian coastal regions will require achieving the difficult task of integration across the various dimensions highlighted above as well as the harmonization of policies and other strategic instruments relevant to coastal management. It is important to strengthen capacity within relevant institutions and amongst individuals within institutions that are responsible for various aspects of coastal management or whose activities may impact on coastal resources and landscapes.

Identification of knowledge and skills gaps

The strategy for training and capacity building will target identified knowledge and skills gaps at different incumbent positions of the LAs, RAs and LMs governance levels in full cognizance of the decentralization process. A key focus will be on strengthening capacity to ensure that priority is given to mainstreaming biodiversity and sustainable use into development planning and decision-making processes.

A starting point in this process was the review of existing consultancy reports on situational mandates and capacities to achieve environmental sustainability. The majority of these studies did not specifically focus on coastal areas and issues, but provided some information on knowledge and skills gaps that were relevant to this study. However, there were inadequacies with the data collected and additional research was required (refer section 3.1). Below is a brief description of these studies:

- (i) Training strategy and action plan for key coastal stakeholders in Integrated Coastal Zone Management (Consulting Synergies Africa, 2008);
- (ii) Review of existing institutional mandates, policies and laws relating to coastal management and proposals for change (SAIEA, 2007);
- (iii) Analysis of the institutional capacity in the Namib coast regional councils in relation to the Namibian Decentralization process (EcoAfrica Environmental Consultants, 2005);
- (iv) Local/Regional level capacity assessment under National Capacity Self-Assessment for Global Environmental Management Project (Desert Research Foundation of Namibia, 2004); and
- (v) Training and Capacity needs assessment of the BCLME (Anchor Environmental Consultants in collaboration with Marlene Laros and Associates, 2004)

Confirmation of themes for T&CB

Integrated Coastal Management as a new paradigm for managing the land-sea interface, should be focused on training and building capacity of individuals within key coastal institutions regarding the interconnections that exist between the various physical, ecological, social, economic and governance dimensions of the coastal zone as well as the need to adopt a multidisciplinary and integrated approach to managing coastal resources and landscapes. The concepts, knowledge and skills themes covered in the T&CB interventions will be comprehensive to ensure that members of communities and individuals in departments and directorates within the three target groups, i.e. LMs, RAs and LAs (towns and coastal villages), are appropriately capacitated and relevant skills are developed. ICM programmes have generic frameworks of knowledge and skills areas that need to be covered, as described below:

- (i). Integrated management - understanding all dimensions of coastal systems and the importance of integration across all sectors, scales and disciplines. Key concepts and knowledge areas include:
 - concepts such as integration, ecosystem approaches, adaptive management;
 - biodiversity – importance, opportunities, threats, conservation;
 - natural processes including coastal geomorphological processes, ecosystem structure and functioning (e.g. beaches, dunes and rocky shores);
 - human induced changes to coastal systems such as sea level rise, coastal erosion, pollution etc; and
 - development processes including fishery development, ecotourism, aquaculture, urban development.
- (ii). Understanding of International Conventions and agreements relevant to Environmental Management (EM) and ICM as well as national policies and legislation frameworks;
- (iii). Governance of the coast including an understanding of the legal (above) and institutional arrangements for managing coastal areas and resources, participation of stakeholders in management activities and decisions, coordination and conflict management;
- (iv). Methods and skills in planning (sectoral, spatial) – land suitability analysis, zoning, proactive planning, regulation (setbacks), and public access;
- (v). Natural resource economics;

- (vi). Socio-economic data and analysis of such data;
- (vii). Environmental or coastal monitoring;
- (viii). Data interpretation and data use;
- (ix). Sustainable development tools including Environmental Impact Assessment (EIA), Strategic Environmental Assessment (SEA);
- (x). Mapping tools– GIS/Resource Mapping/Remote Sensing;
- (xi). Monitoring and Evaluation;
- (xii). Information sharing and awareness raising; and
- (xiii). Public participation/Stakeholder involvement

Preparing the T&CB Strategy and Action Plan

The T&CB-SAP will firstly, take into account existing knowledge and skills gaps in the three target institutional groups in all the coastal regions (Hardap, Karas, Erongo and Kunene). The T&CB-SAP aims to build generic ICM knowledge and skills of coastal managers as well as bridge the divide between academia and practitioners, and different sectors charged with certain coastal management responsibilities. This will be achieved by developing a plan that is applicable across the many groups of variable skills and qualifications, including policy makers, coastal and marine managers, field officers and technical staff. The identified ICM themes should be able to address the needs of the target groups, by employing appropriate and relevant curricula for various short courses, using appropriate training techniques and delivery modes that need not be too academic. Different individuals will require different forms of capacity building such as accredited university based-degree programmes; short courses; activities by research centres; specialized ICM web-sites and information sharing tools; conference; seminars; workshops; study tours to countries with best practice examples. The ICM content of these capacity building interventions will be tailor-made to suit the different target audiences. Existing short courses and degree programmes should address appropriate concepts and knowledge gaps whereas policy makers and senior management of all sectors need to be sensitized on biodiversity concepts and integrated management (coastal, water or land).

The effort should be on strengthening the capacity of individuals and institutions by not only providing a suite of short-term training and capacity building interventions, but striving towards an overall education amongst those within the ICM field and acquisition of necessary credentials to be policy makers, managers, officers and planners.

Existing information on knowledge and skills gaps has been identified from existing studies. Key knowledge and skills gaps have been clustered around common themes based on data collected from relevant directorates in the line ministries and regional councils, and for each relevant section of the local authorities (municipalities, villages, settlements).

Monitoring and evaluation

A simple Monitoring and Evaluation (M & E) framework has been developed to assess the effectiveness of the T&CB-SAP. This has been developed by the project team and will be further refined in consultation with the service providers involved in implementing aspects of T&CB-

SAP. The M & E framework includes the list of project activities, the identification of indicators, target audience, timeframe as well as a description of the methodology for collecting data to assess progress and effectiveness of training and capacity building delivery.

2. REVIEW OF EXISTING KNOWLEDGE AND SKILLS GAPS

The ability of the coastal regions to optimize benefits from the natural endowment is constrained by institutional capacities, as well as individual capacities. The knowledge and skills gaps also limit options for sustainable use and development of environmental resources. A number of studies assessed institutional mandates (SAIEA, 2007) and capacities (DRFN, 2004; Anchor Environmental Consultants, 2004; EcoAfrica, 2005; Consulting Synergies Africa, 2008) for environmental and coastal management and/or the effective delivery of these mandates. This consultancy will provide succinct summaries of these studies in terms of (i) their purpose, (ii) key findings and (iii) implications of the key findings for training and capacity building.

All studies emphasized the following:

- (i) Lack of knowledge and skills in a number of critical areas such as environmental management and biodiversity conservation; and
- (ii) Inadequate institutional capacity to clarify and implement their mandates and functions, and to formulate integrated regional development plans, and to improve governance.

2.1. Review of Institutional Mandates (SAIEA, 2007)

2.1.1. Purpose of the study

This study was mandated by the NACOMA project and aimed to evaluate the effectiveness of the existing institutions that have some level of coastal management responsibility as well as the laws and policies relevant to ICM, by identifying conflicts, gaps and overlaps within the current governance arrangements relevant to ICM. The study also served the purpose of making recommendations for strengthening institutional arrangements, capacity building and enhancing the legislative framework for ICM.

2.1.2. Key findings

Key findings and relevant recommendations that emanated from this study are:

- The need to establish an effective ICM programme and institutions with legal mandates and capacity to implement the national initiative;
- The establishment of a “Coastal Coordinating Agency” to coordinate the current sectoral or Ministerial activities relevant to coastal management using an ecosystems approach;
- Promotion of coordination of regional activities within regional jurisdictions using a predefined or blueprint management strategy;
- Create partnerships with civil society organizations and utilize the experiences and expertise of civil society with a view to establishing “Honorary Coastal Wardens”;

- Stronger enforcement of government policies to prevent the current trend of circumvention of policies and legislation; and
- Improve the capacity of local authorities to apply sustainable development tools in town planning.

2.1.3. Implications for Training and Capacity Building

- The following T&CB themes emerged from the review of this study:
- Integrated Environmental and Coastal Management (decentralized governance) and Inter-Ministerial coordination;
- Understanding sustainable development;
- Biodiversity conservation; including methods for biodiversity assessment and Management, resource management plans;
- Pollution management including waste management and water quality management;
- Environmental management tools including EIA and SEA;
- Methods and techniques for habitat restoration and mine rehabilitation;
- Strategic planning;
- Land use planning and zoning including MPA purpose and design; use intensity zoning; and
- Environmental information packaging and dissemination

2.2. Institutional and capacity building analysis of Regional Councils (EcoAfrica, 2005)

2.2.1. Purpose of the study

The Decentralization Enabling Act of 2000 has provided the legislative basis for the decentralization process through the then Ministry of Regional Local Government and Housing and (MRLGH), particularly the Directorate of Decentralization Coordination (DDC). This study evaluated how best NACOMA could contribute to equipping the Regional Councils for the implementation of ICM and mainstreaming biodiversity conservation efforts in their management of coastal activities.

2.2.2. Key findings

This report found that devolving functions from the central governing system can only be achieved through strengthening the institutional capacity of the Regional Councils. It identifies training at managerial/administrative level on environmental planning/management and project management as a key requirement. It suggests comprehensive training in ICM and biodiversity conservation; study visits or tours to countries with established ICM programmes and drawing on lessons learnt from countries such as Tanzania and South Africa that have embarked on ICM programmes. Short training courses in the form of workshops or seminars and longer term courses at tertiary institutions were also suggested. In-house training was found to be appropriate through 'training of trainers' of environmental officers or scientists identified at MET or MFMR in disciplines of ICM, environmental management and biodiversity conservation. The recruitment of 'Environmental Planners' and building their capacity with respect to fundamental concepts and principles in ICM and biodiversity conservation in order to transfer skills, create scientific or environmental databases and create networks or partnerships with NGOs, academic and research institutions.

2.2.3. Implications for Training and Capacity Building Strategy

Key knowledge areas for training and capacity building seem to be biodiversity conservation, integrated development planning and environmental planning, and the main skills areas included tools such as EIA/ SEA and GIS.

2.3. Training Strategy and Action Plan (Consulting Synergies Africa, 2008)

2.3.1. Purpose of the study

This consultancy was meant to provide a training strategy and action plan towards strengthening the capacity of coastal stakeholders to implement ICM as part of component II of NACOMA project. This component deals with the strengthening of institutional settings and capacity for ICM targeting local and regional government levels in support of the decentralization process.

2.3.2. Key Findings

Findings of this study suggest that most of the respondents were unfamiliar with the ICM concept and could not find a relationship between their tasks and ICM. However, the study identified that high staff turnovers made the previous interventions ineffective.

Six knowledge and skills development areas were prioritized for training and capacity building, these are:

- (i) EIA and SEA;
- (ii) environmental management;
- (iii) biodiversity conservation, and restoration methods and techniques;
- (iv) monitoring and evaluation tools;
- (v) governance and strategic planning; and
- (vi) law enforcement/ crime prevention.

2.3.3. Implications for Training and Capacity Building

The report provides key themes for knowledge acquisition and skills development that will lead to institutional strengthening for biodiversity conservation and environmental and coastal management. The T&CB-SAP will incorporate these findings and seek to clarify the importance of these themes to relevant stakeholders (LAs, RAs, and LMs).

2.4. Local/Regional Level Capacity Assessment: Erongo Region (DRFN, 2004)

2.4.1. Purpose of the study

This study was undertaken in the Erongo Region targeting a wide range of stakeholders within Local Authorities, Regional Councils, Traditional Authorities, NGOs, parastatals and the private sector. This study assessed the capacity required for implementation of the ratified UN Conventions such as the Convention to Combat Desertification, the Convention on Biological Diversity (CBD) and the Framework Convention on Climate Change. Therefore, little emphasis was placed on identifying capacity requirements specifically for ICM.

2.4.2. Key Findings

Key knowledge and skills needs that emanated from this study are:

- Coastal zone monitoring;
- Marine biodiversity management;
- Pollution control (Waste management);
- Dune belt (BD) management;

- Environmental reporting and communication (including awareness raising); and
- Watershed (basin) management.

2.4.3. Implications for Training and Capacity Building

The report highlighted specific knowledge areas and skills required to implement a range of international Conventions amongst relevant stakeholders in the Erongo region (see ANNEX 4). It also highlighted the need for recruiting environmental officers in the Regional Councils to strengthen institutional capacities to enhance marine and terrestrial biodiversity conservation, waste management, and to promote environmental reporting and communication.

2.5. Training and capacity needs assessment of the Benguela Current Large Marine Ecosystem (BCLME) (Anchor Environmental Consultants in collaboration with Marlene Laros and Associates, 2004)

2.5.1. Purpose of the study

This study aimed to identify the major capacity gaps in institutions with a mandate of coastal and marine management in Angola, Namibia and South Africa. The study prioritized the areas of fisheries, environment, pollution and biodiversity.

2.5.2. Key findings

The study concluded that there is a critical shortage of staff in many of the Ministries and Directorates with responsibility of administering the various policy action areas that make up the BCLME programme. Numerous vacant posts that need to be filled in the Ministry of Fisheries and Marine Resources (MFMR), as well as the need to create posts in the Directorate of Environmental Affairs (DEA) of the Ministry of Environment and Tourism (MET). In addition the study identified the need to devolve relevant duties and responsibilities to the appropriate regional or local authority such as monitoring and control of water pollution to local authorities.

2.5.3. Implications for Training and Capacity Building

The study concluded that a diverse range of knowledge and skills are required by staff members in the various institutions and that they need to be provided in as short a time as possible, using a variety of T&CB interventions. Training is required at virtually all levels and for a variety of disciplines. Rather than seeking to develop a generic T&CB plan for all institutions, the study suggested that it would be better to ascertain the precise needs for all staff members in the relevant institutions through further consultation with senior management and staff members in

these institutions. The questionnaire surveys and interviews undertaken as part of this T&CB–SAP study sought to gather this more specific information.

3. PREPARATION OF THE T&CB –SAP

This current review and confirmation of training and capacity building needs has revealed a variety of existing knowledge and skills gaps in the four coastal regions of Namibia. These gaps were ranked in accordance with the number of institutions that expressed the need. Therefore as a starting point, those needs ranked higher should receive the first priority.

3.1. Process to confirm Training and Capacity Building needs

Based on various consultancies and available reports it was possible to identify in broad terms the knowledge and skills requirements of a range of audiences at all levels of government. In order to confirm whether our interpretation of the knowledge and skills deficiencies was accurate a summary table of themes/topics and skills development were emailed, telephonically communicated and interviews conducted with directors of relevant government departments (refer to ANNEX 1). The targeted survey was carried out to confirm the T&CB needs of different target audiences; as well as attempt to quantify training requirements of different target audiences; and obtain additional information on knowledge and skills gaps. Furthermore, types of training interventions were identified for the targeted audiences.

Table 1 below illustrates the main thematic areas where knowledge is required in order to implement a sound coastal management programme.

Table 1: Description of knowledge areas requiring capacity building

Knowledge Areas	Description
ICM:	Theory and knowledge: Integrated management and sustainable development, adaptive management etc.
	Important concepts: climate changes and ecosystem approaches etc.
	biodiversity – importance, opportunities, threats, conservation
	natural processes including coastal geomorphological processes, ecosystem structure and functioning (e.g. beaches, dunes and rocky shores)
	Human induced changes to coastal systems such as sea level rise, climate change erosion, pollution etc.
	Promotion of economic development: port development, fishery development, ecotourism, aquaculture and urban development
Governance	Coordination and conflict resolution for managing of cross-sectoral activities
Biological diversity	Importance (uses), threats, conservation, planning etc. e.g. exploitation of fisheries resources
Sustainable development tools	EIA/SEA
Environmental Management tools	Environmental management plans, biodiversity conservation plans (for landward and seaward environments), pollution control plans and

	restoration plans. e.g. Dune belt management plans, mining rehabilitation plans.
Natural resource economics and socio-economics	Access and benefit sharing, resource valuation
Strategic Planning	Making strategies or directions and employing human and capital resources to achieve the strategic goals
Legislative frameworks	Law of the Sea. International and regional conventions, national laws and policies
Monitoring and Evaluation	Monitoring schemes, setting targets and indicators; data collection and interpretation; GIS and remote sensing. EMIN
Information sharing and awareness raising	Tailor-made information packaging approaches and dissemination
Public participation/Stakeholder involvement	Facilitation, negotiation

Knowledge acquisition is a primary process in learning organizations. However, effective use of knowledge requires appropriate tools to apply the acquired knowledge. Hence the skills needed were derived from knowledge themes presented in Table 1. Table 2 below outlines the main skills gaps considered as critical for persons and institutions to carry out their activities effectively and to contribute to integrated biodiversity conservation and sustainable development within the coastal zone.

Table 2: Description of institutional skills gaps requiring capacity building

Skills Area	Description of required skills
Sustainable development Tools	EIA procedures and applications; SEA procedures; and SoER frameworks
Monitoring and Evaluation	Design Monitoring and Evaluation systems, determine indicators, construct log-frames; M & E of policies implementation;
Environmental management tools	Strategic Planning, Environmental management plans, biodiversity conservation plans including MPAs,, pollution control plans, restoration plans,
Data Management	Survey design, analysis and interpretation; dissemination
Conflict management	Participation, facilitation , Conflict resolution; Mediation
Mapping tools	GIS/Resource Mapping/Remote Sensing

The additional survey of targeted institutions further confirmed the knowledge and skills gaps identified in the literature. The results from the stakeholder consultations were generally consistent with the institutional capacity needs assessments previously undertaken (DRFN, 2004; Anchor, 2004; EcoAfrica, 2005; SAIEA, 2007; Consulting Synergies 2008) although a few additional knowledge areas were obtained during interviews of some key institutions. These key institutions included the Directorate of Maritime Affairs in the Ministry of Works and Transport, the Directorate of Decentralization Coordination in the Ministry of Regional, Local

Government, Housing and Rural Development and the Directorate of Resource Management within the Department of Water Affairs within MAWF

Directorate of Maritime Affairs (DMA), MWTC

The Directorate stressed the need to involve nearly all Directorates within the MWTC in T&CB interventions. The Directorates of Infrastructural Development; and Railway conduct developmental activities in the coastal regions. The current emphasis of these activities is on the proposed Cape Frio port development initiatives; road network expansion; and planning for additional rail network that might not exclude the coastal areas.

The DMA is comprised of Sub-three divisions all of which have very important ICM oriented activities such as Legal and International Convention matters dealing with all administrative work associated with ratified maritime conventions; Surveying and Inspections dealing with inspecting and certifying vessels operating within Namibian maritime zones; and Marine Pollution Control that deals with pollution control and prevention from e.g. oil spills, ballast water exchanges and chronic oil pollution from vessels.

Therefore, these activities warranted a T&CB needs assessment of the entire Ministry given that an understanding of ICM in general is required for sensitizing all sections of the Ministry operating in the coastal zone. Themes identified in the questionnaire such as EIA and SEA, Strategic Planning, Zoning, Policy and legislative frame works, and Environmental Planning were all found to be relevant to all these Directorates.

The need of sensitivity mapping for oil pollution control within DMA called for an immediate T&CB intervention in Mapping and GIS tools as these skills are urgently needed by the Sub-division of Marine Pollution Control to address concerns for managing oil pollution.

Directorate of Resource Management (DRM, MFMR), Department of Water Affairs (MAWF)

This Directorate conducts functions related to water-basin management of all perennial and ephemeral river basin systems and it includes maintenance of water quality standards and coordination of River Basin Management Committees. The Directorate emphasized the need to have representatives from the coastal regions on these River Basin Management Committees and the other way around, due to the interaction between rivers feeding into the ocean and sustenance of development activities by basins along their trajectories in coastal zone.

Therefore, systems management approaches warrants for interactive T&CB interventions that should not exclude the utilization of expertise from this Directorate for the suggested Integrated Water Resource Management (IWRM) theme.

Directorate of Decentralization Coordination (DDC), MRLGHRD

Decentralization is one of the key principles of an effective ICM programme, hence the need to involve this Directorate towards building an understanding in ICM. Environment and Conservation is one of the 28 functions earmarked for decentralization. However, the Ministry of Environment and Tourism (MET) is one of the institutions lagging behind in this process, and

it is yet to commence with the preparation for decentralization. The Ministry of Fisheries and Marine Resources (MFMR) has not indicated their involvement in the decentralization process and is not part of the 12 Ministries currently involved in devolving functions to the Regional Councils.

The Sub-division on Institutional Development within DDC is tasked with T&CB needs for the Directorate and Regional Councils staff and focus regarding T&CB has been on finance and its administration and is inspired by the prospects of being part of the NACOMA T&CB programme. Their enthusiasm and willingness to participate in the latter interventions is aimed at creating an enabling framework once the key Ministries involved with biodiversity conservation are brought onboard the decentralization initiative. This Directorate helps with the drafting of Ministerial strategic plans, and monitoring and evaluation thereof, hence the relevant T&CB themes.

Directorate of Parks and Wildlife Management (DPWM), MET

This Directorate is tasked with the maintenance of the National Parks and wildlife contained therein, owing to the fact that the entire coastal region is protected through parks, Ramsar sites and restricted mining areas. The Skeleton Coast Park stretches from the Kunene River to Ugab; the National West Coast Tourist Recreation Area between Ugab River and Swakopmund; Walvis Bay Lagoon and Sandwich Harbour south of Walvis Bay as Ramsar sites; the Namib-Naukluft Park between Sandwich Harbour and Hottentots Bay and encompassing the former Diamond Area No. 2; whereas the “Sperrgebiet” or formally known as the Diamond Area No.1 is between Hottentots and the Orange River.

This Directorate is also characterized by weak institutional capacities to improve the management of effectiveness of the Protected Areas Network. However, the GEF-funded Strengthening the Protected Area Network (SPAN) project is an intervention aimed at removing those barriers.

This Directorate in collaboration with the SPAN project identified additional themes that might need T&CB interventions, being knowledge areas such as collaborative park management, park business planning and law enforcement; and skills such as off road driving and vehicle maintenance, first aid and boat operation.

Therefore, integrated water resource management, watershed/basin management, water basin management, water quality management, pollution management or marine pollution control (oil spills), collaborative park management, park business planning and law enforcement; and skills such as off road driving and vehicle maintenance, first aid and boat operation were identified as additional knowledge and skills gaps.

The additional surveys conducted during October and November 2008 enabled the project team to identify numbers of stakeholders in different organizations and at different management levels and their specific T&CB requirements (ANNEXes 2 to 8).

Scores were allotted based on the total number of institutions (n=25 stakeholder institutions surveyed) expressing need for knowledge or skills development in the thematic area. Scores above 70% were regarded as first priority, 60 – 69 % as second priority, 40 – 59 % as third priority.

Figure 1 below presents a synthesis of all the knowledge areas in which questionnaire respondents from all institutions expressed a need for training and capacity building. Targeted institutions ranked six (6) knowledge areas as first priority, nine (9) as second and four (4) as third priority. The thematic areas that were regarded as first priority include:

- ICM general overview,
- ICM tools – EIA/SEA,
- Strategic planning,
- Policy and legislative frameworks for ICM,
- Integrated development planning and
- Governance for ICM.

Figure 2 provides a synthesis of the skills development requirements across all institutions surveyed during October and November 2008.

Monitoring and Evaluation; and EIA/SEA skills needs were ranked as a first priority ($\geq 70\%$, n=25 stakeholders institutions surveyed), whilst Public Participation, Environmental Planning tools, Data Analysis, Data Management, and Mapping tools are regarded second most important as expressed by $\geq 60\%$ of the stakeholders. Eight (8) skills needs were indicated third priority areas by $\geq 50\%$ of the respondents. Figure 2 indicates that in general terms the demand for skills development is low compared with the demand for knowledge acquisition. This is understandable given that knowledge usually precedes skills acquisition.

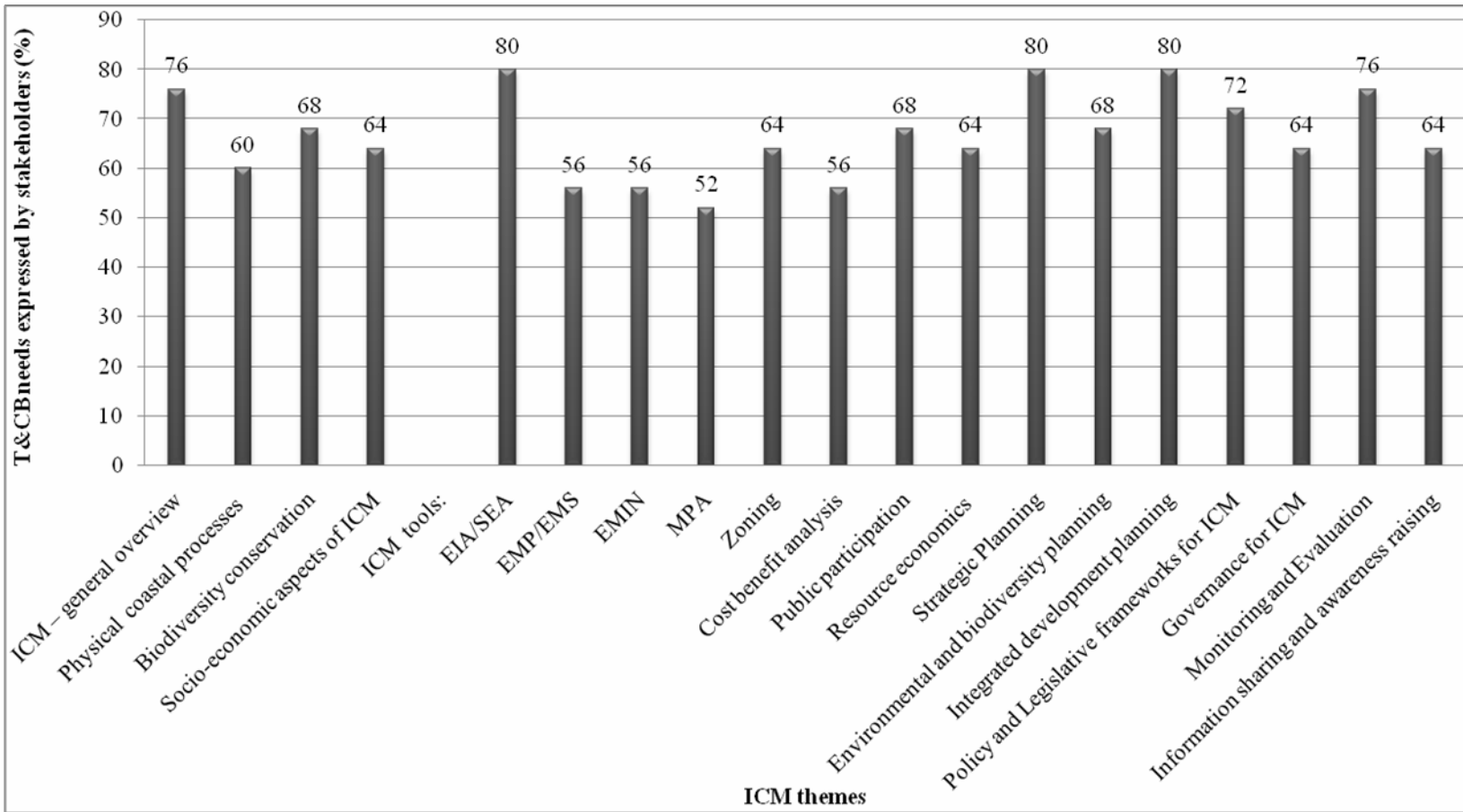


Fig. 1. Synthesis of T&CB needs across all institutions surveyed

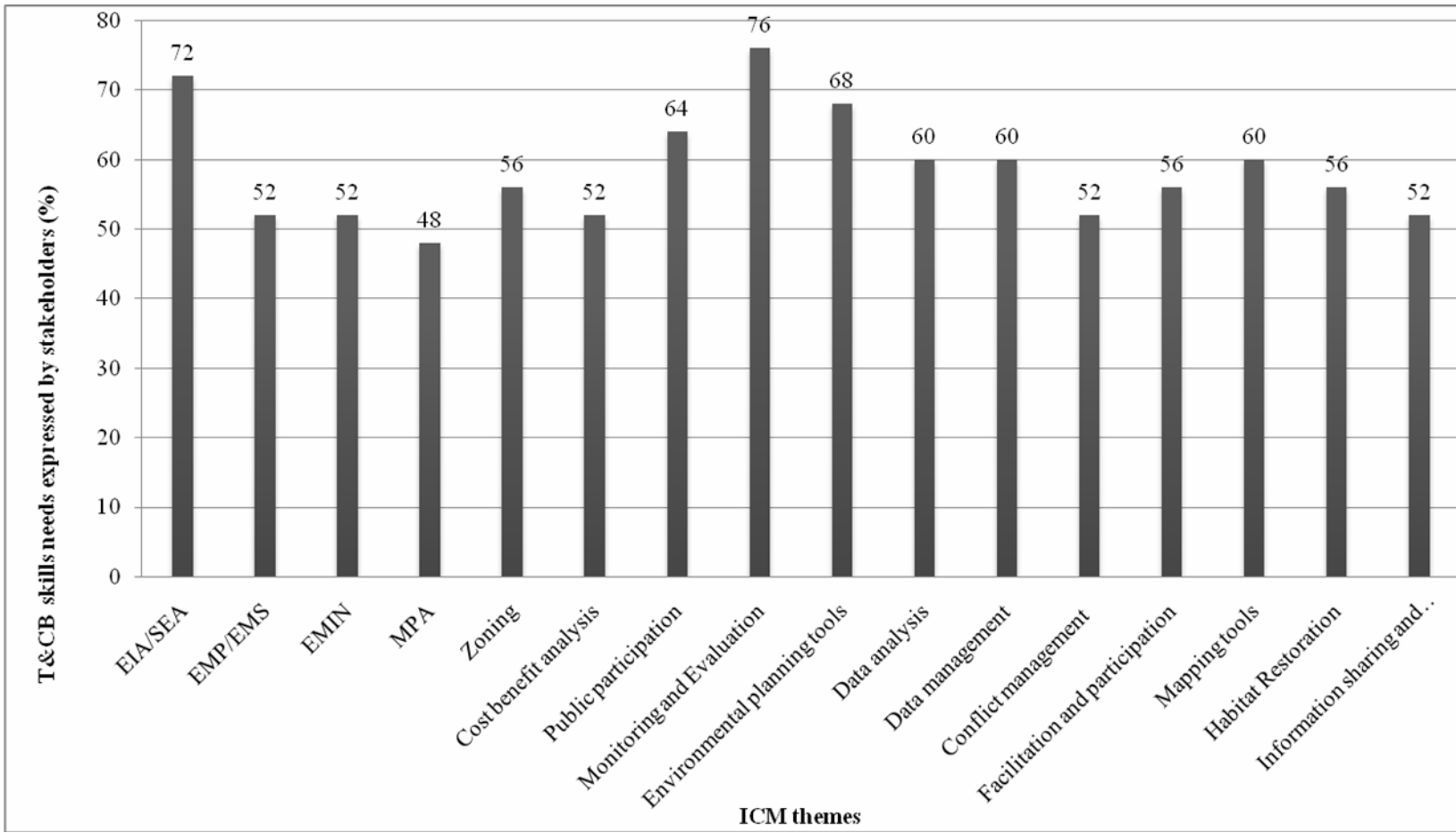


Fig. 2. Synthesis of the skills development requirements across all institutions

3.2. Target audiences and types of T&CB interventions

The T&CB interventions will correspond to prior knowledge and skills of respondents. The type of T&CB interventions and content thereof will be congruent to the following three target audiences: policy making- or executive level; management level; and technical level within the respective LM, RA, and LA (refer to Table 3). The policy making level will include ministers, deputy ministers, regional councilors and governors; while management includes permanent secretaries, deputy permanent secretaries, chief executive/operational officers, strategic executive officers, director and deputy directors; and the technical level will include divisional heads, scientists, wardens, policy analysts, economists, planners, and environmental officers.

The design of ICM T&CB interventions should be tailored to meet the context of the specific region or local authority. Successful ICM implementation will depend on how activities are conducted in government, and the degree of decentralization and devolution. This knowledge will be necessary to design interventions that will achieve policy harmonization and coordination of various sectors or levels of government operating within and affecting the coastal zone.

Different individuals require different forms of capacity building such as:

- accredited University based-degree programmes;
- accredited short courses;
- specialized short courses;
- participation in activities of research centres or practical on-the-job training;
- high level seminars and workshops;
- study tours and conferences;
- preparation and distribution of resource materials (e.g. brochures, booklets and manuals);
and
- specialized ICM web-site and information sharing tools.

However, based on a review of literature, international experience and taking account of the resource and time constraints within Namibia it would appear that certain T&CB interventions would be more appropriate for particular audiences. Table 3 provides an indication of the type of interventions proposed for different target audience.

Table 3: Target Audience and proposed T&CB interventions.

Category	Descriptors	T&CB Interventions
Policy making Level	Ministers, Deputy Ministers, Regional Councilors, Governors, local councilors,	High level Seminars, workshops , study tours, conferences
Management Level	Permanent Secretaries, Deputy Permanent Secretaries, Directors, Deputy Directors, Chief Executive Officers, Chief Operational Officers, Strategic Executive Officers	Short courses (general introductory course) to introduced concepts such as ICM or environmental management, sustainable development and biodiversity conservation. Some specialized e.g. Introduction to EIA, Coastal planning.
Technical Level	Sectional/Divisional Heads, Planners, Environmental Officers, chief control officers, wardens, scientists	Short courses (e.g. Introduction to ICM 4-5 days or biodiversity conservation); specialized courses (e.g. EM Tools EIA and SEA, conflict management); Skills development courses (e.g. GIS/Remote Sensing/Resource Mapping), web-based distance learning courses, Activities by research centres, field and technical manuals

3.3. Levels at which knowledge and skills are needed

ANNEX 5 indicates the number of staff members in all the stakeholder institutions who might needs T&CB interventions for the respective thematic areas, the levels of training and the number of staff members who had prior learning in the thematic area. The target audiences (ANNEX 5) are classified into management and technical level, whereas the policy making level was not included in the survey as T&CB intervention in the form of a retreat is arranged by the PCO and deemed sufficient. The training level required by respondents is indicated as basic (B) and advanced (A) in Figure 3 below.

The number of staff members requiring T&CB (n= 239 individuals) for all knowledge areas ranged between 239 and 121 individuals (refer to ANNEX 5). The highest number of individuals (> 200 individuals) requiring T&CB were recorded in four (4) knowledge areas, being: ICM-general overview, Biodiversity conservation, EIA/SEA and Strategic Planning. EIA/SEA was the priority skill development area with the individuals (216 individuals) requiring T&CB followed by Public participation (171 individuals), Data analysis (159 individuals) and EMP/EMS (154 individuals). In general lower numbers of staff members require T&CB intervention for skills development. The ratio of staff members at management and technical level requiring T&CB varied between three to four technical staff members to every staff member at management level requiring T&CB needs.

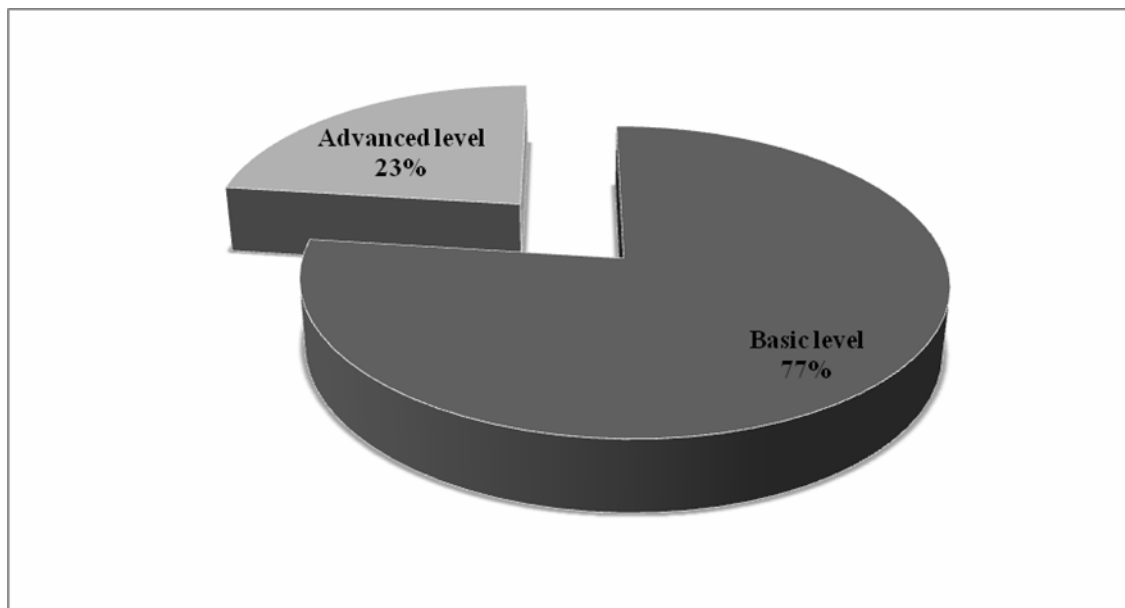


Fig. 3. Summary of respondents seeking T&CB interventions at basic and advanced levels.

More than three quarters of staff members require training interventions at basic level, while the remainder accounts for those seeking training at an advanced level. The service providers of T&CB interventions will have to take into consideration that at least 23% of the prospective T&CB participants have basic knowledge and thus short courses and other CB interventions will need to be tailored to suit this level of knowledge and skill.

3.4. Existing service providers for proposed T&CB interventions

A number of institutions provide short courses and other T&CB interventions throughout the year or upon demand. Short courses are usually intense and are provided over a short duration. Only the University of Namibia and Cape Peninsula University of Technology (CPUT) are offering online ICM course via the DLIST programme. The levels of qualifications being obtained vary from certificate of attendance to accredited modules by the respective qualifications authorities. Institutions currently offering some of the T&CB interventions that will be useful to the overall themes of ICM are listed below (Table 4).

Table 4: Existing T&CB interventions service providers

T&CB intervention	T&CB intervention provider	Department/ Division	Nature of the course
<i>Accredited University based-degree programmes</i>	UNAM	Natural Resources and Conservation	B.Sc. (Fisheries and Aquatic Sciences)
	UNAM	Natural Resources and Conservation	B.Sc. (Integrated Environmental Science)
	UNAM	Biology	M.Sc. (Biodiversity)
	UCT		M Phil, Environmental Management with ICM module
	UCT		M Sc, Applied Marine Science with an ICM module
<i>Accredited short courses</i>			
<i>ICM (general overview, coastal processes, socio-economic systems, approaches and tools for ICM)</i>	UNAM	Natural Resources and Conservation	General Introductory ICZM short course
	UCT	EEU, Oceanography, Zoology, Anchor Consulting	
	CPUT		Environmental Engineering (certificate)
	CES/SAEON		Dune rehabilitation or habitat restoration
	DRFN		Desert ecology
	CSIR		Water quality and pollution management
<i>Strategic Planning, land use planning and IDP (including zoning)</i>	UCT	EEU	
	CES		
<i>Governance for ICM</i>	UCT	Law faculty	
	CES/Imbewu		
<i>Biodiversity Conservation and planning</i>	UNAM	Natural Resources and Conservation, Biology	
	UCT	Fitzpatrick Institute	
<i>Sustainable development tools (EIA/SEA)</i>	SAIEA		Short course. EIA/SEA
	CES/SAEON/Rhodes	Botany, Environmental	Short course, Accredited. EIA/SEA,

T&CB intervention	T&CB intervention provider	Department/ Division	Nature of the course
		Science	SIA
	UCT	EEU	Short course, Accredited. EIA/SEA
<i>Resource economics as a tool</i>	UCT		
	CES/Rhodes		
<i>Monitoring and Evaluation (tools and applications; EMIN)</i>	Independent	Donna Poddemms	
	CES/SAEON		
<i>Public participation and conflict management</i>	UCT	Law Faculty	
	CES/Imbewu		Public participation in EIA, Resettlement
	SAIEA		Public participation in EIA
<i>Data Management and data analyses (including mapping tools such as GIS)</i>	UCT	Zoology, Geomatics, Architecture and Planning	
	UWC	BCB	Short course. GIS/Resource Mapping
	UNAM	Geography and Environmental Studies	GIS
<i>Seminar and workshop facilitation</i>	UNAM		
<i>Study tour facilitation</i>	UNAM		
<i>Conference facilitation</i>	UNAM		
<i>Practical and technical manuals</i>	UNAM	Fisheries and Aquatic sciences	
<i>ICM web-sites</i>	UNAM/DLIST	Fisheries and Aquatic sciences	

T&CB interventions require more than just technical expertise or series of lectures and service providers should approach individual academics to be part of the overall technical team. The provision of a thematic area by an institution or consortium should include names of people/research groupings that could assist with rendering of the general theme by involving people that have the experience as well as the knowledge at blending the various sub-themes of that thematic area.

The University of Cape Town (UCT) has several departments and institutes which might provide service in their respective expertise.

Coastal Environmental Services (CES) is consulting firm based in Grahamstown known for its annual EIA course jointly with the Rhodes University. SAEON is the South African Environmental Observation Network with a coastal node based in Grahamstown. Imbewu is a legal company based in Johannesburg who specializes in sustainable management of natural

resources and can be suitable for the ICM legal issues. They have legal specialists in ICM and lawyers lectures on the CES EIA course. For more information please visit <http://www.imbewu.co.za/>. The Southern African Institute for Environmental Assessment (SAIEA) is Namibian institution that promotes the effective use of Environmental Assessment as a planning tool.

ANNEX 9 describes the terms of reference (ToR) for the design and implementation of training and capacity building interventions for which service providers would be called upon to submit tender proposals. The ToR will be a generic call for proposals and the potential service providers will indicate which of the clustered T&CB interventions they are tendering for with the option of tendering for more than one. The thematic areas have been group or combined for the purpose of soliciting Expression of Interest (EoIs) and are clustered as follows:

- Integrated coastal management (general overview, coastal processes, socio-economic systems, approaches and tools for ICM); might be combined with Integrated Water Resource Management (IWRM)
- Strategic planning, land use planning and Integrated development planning for ICM
- Governance for ICM including policies and legal frameworks;
- Biodiversity conservation and planning
- Environmental Management tools in particular Environmental impact Assessment (EIA) and Strategic Environmental Assessment (SEA);
- Resource economics as a tool for ICM
- Monitoring and evaluation (tools and applications; EMIN- environmental monitoring indicators network)
- Public participation, facilitation and conflict management
- Data analysis and data management (including mapping tools such as GIS)

4. MONITORING AND EVALUATION FRAMEWORK

In order to assess the effectiveness of the TCB-SAP and identify gaps and inadequacies, a monitoring and evaluation (M & E) framework has been developed. The objective of the T&CB SAP is to strengthen capacity through training and institutional strengthening in ICM with a priority given to mainstreaming biodiversity and sustainable use into coastal development planning and decision-making. Thus, the project team has developed a broad framework that seeks to monitor and evaluate the extent to which the T&CB-SAP is being successfully implemented and hence that the objectives will be realized (Table 5, 6). The framework provided below is broad and should be further developed once there is greater clarity on the scope, budget and timeframe for implementing the programme. The focus here has been to identify key project activities, target institutions, indicators, means of verification, targets and potential risks and assumptions (Table 6). However, all training and capacity building interventions that are implemented as a consequence of this project should themselves include a monitoring and evaluation component. For example, all service providers should be required to report on the activities, target audiences, indicators as well as the outcomes of their training and capacity building interventions. These evaluations should ideally go beyond a report on the numbers of people participating in the particular intervention but should include some evaluation of the impacts and outcomes of the intervention. This requires budget to be set aside for monitoring and evaluation and guidance to the service providers on how such M & E could be undertaken.

Table 5: Monitoring and evaluating overall TCB-SAP programme roll out (Design phase)

Beneficiary or target audience	Project activity	Indicator	Indicator Tool	Target	Result
All target audiences	Appoint TCB service providers (SPs)	5 Service providers appointed to cover 5 TCB interventions	Monitoring spreadsheet	TBD	
TBD	SPs Design Training course	Introductory ICM courses designed	Independent review	TBD	
TBD	SPs Design specialized courses	Specialized courses(no) designed	Independent review	TBD	
All target audiences	SPs develop or identify Materials	Materials developed & packaged	Independent review	TBD	

Table 6: Monitoring and evaluating framework for TCB-SAP programme roll out (Implementation phase)

Target audience	Target Institutions	Project activity	Indicator	Means of Verification (Indicator Tool)	Baseline Level	Target	Assumptions/Risks
Policy making level	Ministers, Deputy Ministers, Regional Councilors, Governors, local councilors,	High level seminars/ workshops	No of Participants	Seminar register, participants' feedback		70% of invitees attend	Low attendance due to urgent official business
Policy making level	Ministers, Deputy Ministers, Regional Councilors, Governors, local councilors,	Study Tours	No of participants	Monitoring spreadsheet, participants' feedback		50% of target group participates	Low participation due to urgent official business
Management Level	MET, MFMR, MAWF,MME, MWTC, MLRGHRD,MLRR,NPC, Regional Councils and Local Authorities	5 day ICM training course	No of trainees	Course register, participants' feedback	20%	80% of target group participates (refer T12)	Spread of ability across participants frustrates positive learning process
Management Level	MET, MFMR, MAWF,MME, MWTC, MLRGHRD,MLRR,NPC, Regional Councils and Local Authorities	2 or 3 day specialised courses (e.g. EIA, GIS, M & E)	No of trainees	Course register, participants' feedback	20%	90% of target group participates (refer T12)	Too many areas of specialization, limited budget to cover all topics
Management Level	MET, MFMR, MAWF, MME, MWTC, MLRGHRD, MLRR, NPC, Regional Councils and Local Authorities	1 or 2 day follow-up course	No of returning trainees	Monitoring spreadsheet, participants' feedback	20%	65% of target group participate	Busy work schedules limit number of returning participants
Management level	MET, MFMR, MAWF,MME, MWTC, MLRGHRD,MLRR, NPC, Regional Councils and Local Authorities	Awareness raising interventions	No of awareness raising interventions	Monitoring spreadsheet, participants' feedback	20%	70% of target group participates (refer T12)	General nature of such events may discourage senior staff
Technical	MET, MFMR,	3 day ICM	No of trainees	Course register,	20%	65% of target	None envisaged

Target audience	Target Institutions	Project activity	Indicator	Means of Verification (Indicator Tool)	Baseline Level	Target	Assumptions/Risks
level	MAWF,MME, MWTC, MLRGHRD,MLRR,NPC, Regional Councils and Local Authorities	intro course		participants' feedback		groups participates (refer T12)	
Technical level	MET, MFMR, MAWF,MME, MWTC, MLRGHRD,MLRR,NPC, Regional Councils and Local Authorities	2-3 day specialized courses	No of trainees	Course register, participants' feedback	20%	85% of target group participate (refer T12)	None envisaged
TBD		Gaining accreditation for course(s) TBD	Accreditation if ICM short course	Listed as Accredited in UNAM handbook	20%	General ICM course accredited by 2012	

Other more qualitative indicators to evaluate the effectiveness of the TCB-SAP such as improved understanding of coastal dynamics and issues or improved skills in for example GIS or conflict management is much more difficult to evaluate and requires involvement of the target audience as well as the senior officials supporting the participation of staff in the ICM T&CB programme in identifying how this may be ascertained. Identification of these indicators as well as a description of the methodology for collection and assessing progress and outcomes should ideally be determined by each service provider involved in implementing particular T&CB interventions

5. IMPLEMENTATION AND TIMEFRAME

The delivery of the T&CB interventions should take cognizance of several factors to ensure smooth implementation over the project cycle with minimal interruption of functions in the stakeholder institutions. These factors included:

- Number of short courses identified as the appropriate T&CB interventions for the thematic areas;
- The number of prospective participants requiring training in the various thematic areas,
- Levels at which T&CB is sought for either policy making, management or technical categories; and
- the implementation period from February 2009 – February 2011.

Six (6) steps have been identified and below is a simple strategy of delivery:

STEP 1: Clarify scope and budget

It is highly unlikely to draw up a comprehensive roll-out plan without a budget, owing to the high numbers of participants who indicated willingness to undergo training and capacity building interventions (≥ 200 in some themes). The budget as provided by the PCO for the completion of all activities of T&CB ranges between N\$2 – N\$5 million.

STEP 2: Calls for expression of interest (EoIs) to solicit service providers.

Activity 2.1: Finalize Terms of References for all T&CB interventions

ToRs for all short-training courses for management and technical levels as well high-level seminars targeting policy-making level will be prepared for soliciting service providers.

The preparation of ToRs for conference/workshop facilitation and preparation of ICM-website and online course is regarded as second priority.

Activity 2.1: Identify appropriate media for advertisement

Local newspapers (Namibian, Republikein and New Era) as well electronic scientific forums (SANCOR and DLIST-Benguela) are regarded as appropriate to attract service providers within Namibia and SADC.

Activity 2.2: Identify contact details of listed service providers

STEP 3: Establish review committee to evaluate prospective service providers

Activity 3.1: Establish review committee

The review committee will be comprised of members from UNAM, EcoAfrica and the PCO

Activity 3.2: Drafting of evaluation criteria for screening service providers

The evaluation criteria will be drafted as a supplement to the theme- and T&CB intervention specific ToRs. ToR will be developed for each envisaged T&CB intervention targeting the respective policy making, management and technical levels.

STEP 4: Appointment of service providers

Service providers will be appointed on the basis of their experience in ICM in addition to the specific area of expertise.

STEP 5: Selection of T&CB participants

Activity 5.1: Priority listing of themes

Three categories of audiences have been targeted, i.e. policy-making level, management level and the technical level.

High level seminars or retreats are earmarked for the policy-making level and will be spread over three months for application before the next retreat or seminar. The focus of the retreat or the high level seminar should be:

- (i) Overview of ICM, Environmental Management and Biodiversity conservation including governance for ICM;
- (ii) Overview of Sustainable development tools;
- (iii) Overview of Strategic planning and Integrated development planning.

The ideal situation is to combine the envisaged participants from the Management and Technical Levels as the two groups showed a high overlap of needs. However, the thematic details of T&CB interventions for management and technical categories will be variable and should be offered separately. The themes could follow the following sequence and combination as prioritised in Section 3.1 (p25):

- (i) Integrated coastal management (general overview, coastal processes, socio-economic systems, approaches and tools for ICM); might be combined with Integrated Water Resource Management (IWRM); and Biodiversity conservation and planning;
- (ii) Sustainable Development Tools: Environmental Impact Assessment (EIA), Strategic Environmental Assessment (SEA), Environmental management planning tools such as biodiversity conservation plans, pollution control plans, dune belt management plans

- and mining rehabilitation plans; Monitoring and evaluation (tools and applications); and EMIN- environmental monitoring indicators network;
- (iii) Strategic planning, and Integrated development planning for ICM ;
 - (iv) Governance for ICM including policies and legal frameworks, public participation, facilitation (should include information sharing and awareness raising) and conflict management, and law enforcement;
 - (v) Resource economics as a tool for ICM; and
 - (vi) Data analysis and data management (including mapping tools such as GIS, statistical data analysis etc. Data management for environmental management planning tools such as biodiversity conservation plans, pollution control plans, dune belt management plans and mining rehabilitation plans.

Activity 5.2: Prioritization of institution and, individuals per theme

Institutions (whether directorates or departments at ministerial and regional level and sections or departments at local authority level) will be selected and requested to send participants to attend a particular T&CB intervention. The selection of the institution will be based on the relevance of the T&CB intervention to their mandate (refer to ANNEX 2 to 4).

The relevance of the thematic area to the institution will also determine the sequence in which the roll-out events will be scheduled as illustrated in Table 7.

It is envisaged that there will be at least 30 individuals (technical or management level) per training event, two (2) from each selected institution (Table 7) and that each theme will not have a maximum of five (5) roll-out training events. The number of training events will be dependent on the number of individuals who showed interest in the respective themes (refer to ANNEX 5 to 8). The ratio of the roll-out or training events per category will be cognizant to the ratio between staff members at technical and management level who require T&CB (refer to ANNEX 5).

Table 7: Successive training events (1-5) of thematic areas (A-F) by priority institutions (directorates, sections or departments), individuals (two per institution) for T&CB and dates for implementation. The maximum number of individuals per thematic area and training event are given in parenthesis.

			A:	B:	C:	D:	E:	F:
			ICM general overview (239)	Sustainable development tools (239)	Strategic Planning (207)	Governance (165)	Resource Economics(138)	Data Analysis/ Management (159)
Sequence of events, categories of staff members and number of individuals(in parenthesis)	1.	Technical Level, but management level for Strategic planning (30)	LM: DPWM; DO; DRM; DWAF; Mines; Diamond Affairs; Energy; DMA; DDC RC: Planning and Development Services LA: Environmental Management and Health Sections excl. Arandis	LM: DPWM; DO; DRM; Mines; DMA; DDC; NPC RC: Development Planning LA: Environment/ Health/ Community Development	LM: DPWM; DO; DRM; Mines; Diamond Affairs; Energy; DMA; DDC RC: Planning and Development Services LA: Environmental Management and Health Sections	LM: DPWM; DO; DRM; DWAF; Mines; Diamond Affairs; Energy; DMA; DDC RC: Development Planning LA: Environment/ Health/ Community Development	LM: DPWM; DO; DRM; Mines; DMA; DDC; NPC RC: Development Planning LA: Environment/ Health/ Community Development	LM: DPWM; DEA; DSS; DRM; Mines; Diamond Affairs; DMA RC: Development Planning LA: Environment/ Health/ Community Development
			13-17 April 2009	18-22 May 2009	19-24 July 2009	9-14 August 2009	11-16 October 2009	8-13 November
	2.	Management level (30)	Same as above	Same as above	LM: DEA; DSS; DPPE; Geological Survey; MLRR RC: Community Health; Education and General Services	Same as above	Same as above	DPPE; Geological Survey; DWAF; DDC; MLRR RC: Community Health; Education and General

					LA: <i>Community development; Finance; Human Resources; Roads and Infrastructural Development</i>			<i>Services</i> LA: <i>Community development; Roads and Infrastructural Development</i>
		11-15 May 2009	15-19 June 2009	17-21 August 2009	7-11 September 2009	2-6 November 2009	7-11 December 2009	
3.	Technical Level (30)	LM: <i>DEA; DSS; DPPE; DT; Geological Survey; DWAF; MLRR</i> RC: <i>Community Health; Education and General Services</i> LA: <i>Community development; Roads and Infrastructural Development excl. Arandis</i>	LM: <i>DPWM; DO; DRM; Mines; DMA; DDC; NPC</i> RC: <i>Development Planning</i> LA: <i>Environment/Health/Community Development</i>	LM: <i>DPWM; DO; DRM; DWAF; Mines; Diamond Affairs; Energy; DMA; DDC</i> RC: <i>Planning and Development Services</i> LA: <i>Environmental Management and Health Sections</i>	LM: <i>DEA; DT; DSS; DPPE; Geological Survey; DWAF</i> RC: <i>Community Health; Education and General Services</i> LA: <i>Community development; Roads and Infrastructural Development</i>	LM: <i>DEA; DT; DSS; DPPE; Geological Survey; MLLR</i> RC: <i>Community Health; Education and General Services</i> LA: <i>Community development; Roads and Infrastructural Development</i>	LM: <i>DPWM; DEA; DSS; DRM; Mines; Diamond Affairs; DMA</i> RC: <i>Development Planning</i> LA: <i>Environment/Health/Community Development</i>	
		8-12 June 2009	12-17 July 2009	14-18 September 2009	5-9 October 2009	1-4 December 2009		
4.	Technical Level (30)	LM: <i>DPWM; DOS; DRM; DWAF; Mines; Diamond Affairs; Energy; DMA; DDC</i>	LM: <i>DEA; DSS; DPPE; Geological Survey</i> RC: <i>Community Health; Education and General</i>	LM: <i>DEA; DT; DSS; DPPE; Geological Survey; MLRR</i> RC: <i>Community Health; Education</i>	LM: <i>DPWM; DO; DRM; Mines; DMA; DDC; NPC</i> RC: <i>Development Planning</i>	LM: <i>DPWM; DO; DRM; Mines; DMA; DDC; NPC</i> RC: <i>Development Planning</i>		

		<p>RC: <i>Planning and Development Services</i></p> <p>LA: <i>Environmental Management and Health Sections excl. Arandis</i></p>	<p><i>Services</i></p> <p>LA: <i>Community development; Roads and Infrastructural Development</i></p>	<p><i>and General Services</i></p> <p>LA: <i>Community development; Finance; Human Resources; Roads and Infrastructural Development</i></p>	<p>LA: <i>Environment/Health/Community Development</i></p>	<p>LA: <i>Environment/Health/Community Development</i></p>	
5.	Technical Level (30)	<p>LM: <i>DEA; DSS; DPPE; Geological Survey; MLRR</i></p> <p>RC: <i>Community Health; Education and General Services</i></p> <p>LA: <i>Community development; Roads and Infrastructural Development excl. Arandis</i></p>	<p>LM: <i>DPWM; DO; DRM; Mines; DMA; DDC; NPC</i></p> <p>RC: <i>Development Planning</i></p> <p>LA: <i>Environment/Health/Community Development</i></p>	<p>LM: <i>DPWM; DO; DRM; DWAF; Mines; Diamond Affairs; Energy; DMA; DDC</i></p> <p>RC: <i>Planning and Development Services</i></p> <p>LA: <i>Environmental Management and Health Sections</i></p>			

Timeframe

Table 8: ‘Gantt’ chart to illustrate implementation of activities from January 2009 to December 2009

	January					February				March				April				May			June					
Activities/Week ending	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26
<i>Clarify scope and budget</i>																										
<i>Calls for EoIs on short training courses</i>																										
<i>Establish Review Committee</i>																										
<i>1st Quarterly report</i>																										
<i>Draft evaluation criteria</i>																										
<i>Submission of EoIs</i>																										
<i>Evaluate EoIs from service providers</i>																										
<i>Calls for Technical and Financial proposals</i>																										
<i>Submission of Tender proposals by service providers</i>																										
<i>Evaluate Tender proposals</i>																										
<i>Invitation letters, follow up and confirmation of participants</i>																										
<i>2nd Quarterly/year-end report</i>																										
<i>Negotiations and Contracting</i>																										

	January					February				March				April				May					June			
Activities/Week ending	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26
<i>Preparations by service providers</i>																										
<i>Training Events A1 – F3 (refer Table 7)</i>																A1				A2	B1			A3	B2	
<i>Invite key speakers for high-level seminars or retreat</i>																										
<i>Follow-up on key speakers for seminars or retreat</i>																										
<i>Confirm key speakers</i>																										
<i>High level seminar: ICM general overview</i>																										
<i>3rd Quarterly report</i>																										
<i>Prepare ToRs for conference facilitation, brochures/booklets and ICM-website for online courses</i>																										
<i>Solicit service providers for conference facilitation, brochures/booklets and ICM-website for online courses</i>																										

	July					August				September				October				November				December				
Activities/Week ending	3	10	17	24	31	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25
Training Events A1 – F3 (refer Table 7)			B3	C1			D1	C2			D2	C3			D3	E1			E2	F1			E3	F2		
<i>High level seminar: Sustainable development tools</i>																										
<i>4th Quarterly report</i>																										
<i>High level seminar: Strategic planning</i>																										
<i>5th Quarterly report</i>																										
<i>Ensure accreditation of certificate online ICM course(s)</i>																										
<i>Advertise and recruit participants for online ICM course(s)</i>																										
<i>Prepare online material for online ICM course(s)</i>																										
<i>Invite key speakers for ICM conference or workshop</i>																										
<i>Invite participants for ICM conference or workshop</i>																										

6. CONCLUSIONS

Namibia's coastal zone has been recognized as an area of enormous economic, social and environmental value and as such warrants careful and holistic management. Strengthening institutional and human capacity amongst government agencies and officials charged with various coastal management responsibilities has been identified as an important focus area for NACOMA. Their key interest is to ensure the long term sustainable use and development of these valuable resources and areas by enhancing ICM management capacity.

This T&CB-SAP has been informed by a number of studies conducted on institutional and human capacity relevant to environmental and coastal management in Namibia as well as a recent survey (in this assignment) administered amongst national, regional and local authorities responsible for some aspect of coastal management in October and November 2008. The findings of these various studies and the outcomes of the recent survey have highlighted an urgent need for T &CB in a variety of thematic areas, as well as the development of specific skills requirements in a number of key areas. Whilst high level workshops and study tours have been identified as the most suitable capacity building intervention for enhancing understanding, providing knowledge and skills in the ICM arena amongst politicians and policy-makers, short course interventions across a range of topics and skills areas have been identified as the appropriate capacity building intervention for management level as well as the technical level. This T&CB-SAP has also identified the levels (basic and advanced) at which the different kinds of short course interventions are required. Clearly there is a much greater demand (70%) for basic level courses on topics such as ICM, environmental and biodiversity planning, environmental management tools such as EIA and SEA, and monitoring and evaluation for the advanced level. General and specialized ICM courses will need to be designed and implemented according to the demand as provided in the T&CB-SAP. It is also envisaged to implement T&CB interventions in the form of ICM online course and an ICM conference or workshop during 2010.

Finally a monitoring and evaluation framework is provided to enable service providers and UNAM (as project co-ordinators) to monitor and evaluate the performance of the implementation of the T&CB programme. Finally, Terms of reference for service providers that will design and implement the T&CB programme have been provided.

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8. ANNEXES

ANNEX 1: Questionnaire used to confirm institutional T&CB needs

1. RATIONALE

The Namibian Coast Conservation and Management (NACOMA-<http://www.nacoma.org>) Project is part of the Government of Republic of Namibia's strategy to promote sustainable economic development through Integrated Coastal Management (ICM). The NACOMA project is under the auspices of the Ministry of Environment and Tourism (MET) and aims to strengthen institutional frameworks and capacity for ICM to support biodiversity conservation.

The Namibian coast is threatened by development and human pressures including the exploitation of both renewable and non-renewable resources. An integrated approach to the management of coastal areas and resources is necessary to ensure the long term sustainable use and development of this ecologically sensitive and important economic zone. Many of the impacts on the Namibian coast originate from land-based activities such as mining, tourism and inappropriate coastal development. These impacts lead to degradation of our coastal waters and resources. Similarly, activities occurring on the seaward side of the coastal zone such as offshore mining, fishing and dumping at sea may result in impacts on beaches and coastal areas. The coastal zone is thus a dynamic area that includes the land and the sea and should be managed as a unit.

2. RATIONALE FOR ICM

ICM is a process by which rational decisions are made concerning the conservation, sustainable use and development of coastal and marine resources and spaces. Hence, the planning and decision making processes should incorporate (i) all sectors (e.g. mining, agriculture, fisheries, tourism, land-use planning etc.); (ii) different levels and mandates of government; (iii) consideration of the landward (e.g. Namib Desert) and seaward side (marine) of the coastal zone; and (iv) the interactions between bio-physical and socio-economic aspects.

ICM strives to overcome fragmentation and jurisdictional splits and overlaps inherent to the historical sectoral management approach.

3. CLARIFYING TRAINING AND CAPACITY BUILDING (T&CB) NEEDS FOR IMPROVED ICM IN NAMIBIA

Your assistance in answering the questions in this questionnaire will contribute to identifying the knowledge gaps and skills development requirements of those involved in aspects of coastal management. It will also assist the project team with the design of general and tailor-made Training and Capacity Building (T&CB) interventions to strengthen ICM implementation along the coastal

regions of Namibia.

4. BASIC INFORMATION

Provide the name of your Institution (Ministry, Regional Council, Local Authority):

Provide the name of your Directorate/Section/Division:

5. TRAINING AND CAPACITY BUILDING (T&CB) NEEDS

The table below indicates knowledge and skills areas identified by various studies and needs assessments conducted over the past years. Please complete the table below by indicating 1) which of knowledge areas and skills listed are required by officials in your institution to enable them fulfill the objectives of NACOMA (column 3), 2) numbers requiring the particular capacity development listed (column 4) and 3) indicate at what level the capacity development is required (column 4). Column 5 requests information about recent education, training or short course training attended by staff in your institution. Any additional knowledge or skills areas that may be required should be added in the blank cells provided.

Please refer to Glossary for interpretation of terms.

Themes	Indicate directorate or division requiring T&CB	Estimate the number of staff members at management (M) and technical (T) level who may need T&CB <i>e.g.</i> <i>(2=M;3=T)</i>	Indicate the level at which training is required Basic (B) or Advanced (A). <i>e.g.</i> <i>(B=2;I=;A=3)</i>	Indicate number of staff members at management and technical level who received training in the past five years. Indicate whether degree (D) or short course (S). <i>e.g. (D=3; S=2)</i>
Knowledge Area				
<i>ICM – general overview</i>				
<i>Understanding physical</i>				

<i>Coastal processes</i>				
<i>Biodiversity conservation</i>				
<i>Socio-economic aspects of ICM</i>				
<i>ICM tools:</i>				
<i>EIA/SEA</i>				
<i>EMP/EMS</i>				
<i>EMIN</i>				
<i>MPA</i>				
<i>Zoning</i>				
<i>Cost benefit analysis</i>				
<i>Public participation</i>				
<i>Resource economics</i>				
<i>Strategic Planning</i>				
<i>Environmental and biodiversity planning</i>				
<i>Integrated development planning</i>				
<i>Policy and Legislative frameworks for ICM</i>				
<i>Governance for ICM</i>				
<i>Monitoring and Evaluation</i>				
<i>Information sharing and awareness raising</i>				
<i>Skills Area</i>				
<i>ICM Tools (focus on application):</i>				
<i>EIA/SEA</i>				
<i>EMP/EMS</i>				
<i>EMIN</i>				
<i>MPA</i>				
<i>Zoning</i>				
<i>Cost benefit analysis</i>				
<i>Public participation</i>				
<i>Monitoring and Evaluation (focus on design and application)</i>				
<i>Environmental</i>				

<i>planning tools (focus on design and application)</i>				
<i>Data analysis</i>				
<i>Data management</i>				
<i>Conflict management</i>				
<i>Facilitation and participation</i>				
<i>Mapping tools (GIS and remote sensing)</i>				
<i>Habitat Restoration</i>				
<i>Information sharing and awareness raising</i>				
6. GLOSSARY				
Term	Description			
Advanced training level	<i>Possesses relevant qualification and requires advanced or specialized training</i>			
Basic training level	<i>Does not possess a relevant qualification and require general introductory T&CB interventions</i>			
Biological diversity (definition)	<i>The variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are a part; this includes diversity within species and of ecosystems’.</i>			
Biological diversity as an ICM theme	<i>Importance (uses), threats, conservation, planning etc. e.g. exploitation of fisheries resources, measurements of biodiversity</i>			
Environmental Monitoring Indicators Network (EMIN)	<i>Indicators to measure and detect environmental change, land use change, socio-economic change, and policy change; evaluate direction of change.</i>			
Environmental Impact Assessment (EIA)	<i>Impact assessment, is the process of identifying and assessing the future consequences of a current or proposed action before a decision is made to a particular course of action’</i>			
Environmental Management tools	<i>Tools that assist in identifying, assessing and managing environmental impacts, including tools that assist in promoting biodiversity conservation, sound planning and development and managing natural resources. These include tools such as Environmental Management Plans (EMPs), Environmental Management Systems (EMS), biodiversity conservation plans (for landward and seaward environments), pollution control plans and</i>			

	<i>restoration plans. e.g. dune belt management plans, mining rehabilitation plans.</i>
Governance as a theme	<i>Coordination and for managing of cross-sectoral activities Governance is concerned with politics: its about the sharing of responsibility and power amongst relevant stakeholders to determine policy, management rules and determine processes for implementing management actions.</i>
Conflict resolution	<i>Refers to a range of processes aimed at alleviating or eliminating sources of conflict arising from the heterogeneous nature of coastal uses</i>
ICM –overview as a theme	<i>Theory and practice: Introduction to concepts and principles of ICM, understanding coastal processes, ecological systems and socio-economic dimensions of coasts, introduction to key issues and challenges in coastal zone such as climate change, pollution and introduction to key tools for ICM.</i>
Information sharing and awareness raising as a theme	<i>Tailor-made packaging approaches and dissemination</i>
Integrated Coastal Management	<i>Refer to 2. Rationale for ICM</i>
Intermediate training level	<i>Is not involved in routine ICM tasks but require T&CB interventions due to his/her role in strategic planning</i>
Knowledge	<i>Acquisition of knowledge. Knowledge can be defined as know-what, know-why, know-how and know-who.</i>
Policy and Legislative frameworks	<i>International and regional conventions, protocols and agreements as well as national laws and policies relevant to ICM</i>
Management Level	<i>Permanent Secretaries, Deputy Permanent Secretaries, Directors, Deputy Directors, Chief Executive Officers, Chief Operational Officers, Strategic Executive Officers</i>
Monitoring and Evaluation as a theme	<i>Understanding the value of Monitoring and Evaluation systems and frameworks, learning how to design an M and E system, including setting targets and indicators; determining data collection methodologies and methods of analysis, interpretation; and reporting.</i>
Policy making Level	<i>Ministers, Deputy Ministers, Regional Councilors, Governors</i>
Public participation/Stakeholder involvement as a theme	<i>Understanding the importance of involvement of the public in planning and decision-making processes e.g. EIAs, becoming familiar with different public participation methods and techniques</i>
Resource economics as a theme	<i>Access and benefit sharing, resource valuation</i>
Skills	<i>Knowledge that focuses on know-how and application</i>

Socio economics as a theme	<i>The linkage between coastal economic developments and the significance of benefits for the coastal inhabitants.</i>	
Strategic Environmental Assessment (SEA)	<i>The formalized, systematic and comprehensive process of evaluating the environmental impacts of a policy, plan or programme and its alternatives</i>	
Strategic Planning	<i>The planning process and planning tools such as logical frame</i>	
T&CB Interventions	<i>Modalities of Training and Capacity Building (courses, seminars, workshops etc.)</i>	
Technical Level	<i>Sectional/Divisional Heads, Planners, Environmental Officers, Biologists, Technicians</i>	
7. CONTACT DETAILS		
<i>Date:</i>		
<i>Your Name:</i>		
<i>Position:</i>		
<i>Address:</i>		
<i>Tel:</i>	<i>Fax:</i>	<i>Mobile:</i>
<i>Email:</i>		

ANNEX 2: Areas of knowledge and skills gaps indicated by targeted line ministries through the questionnaire survey.

KNOWLEDGE GAPS/MINISTRIES	MET				MFMR			MAWF	MME			MWTC	MLRGH RD	MLRR	NPC
	DEA	DSS	DT	DPW M	DR M	DOS ¹	DPPE	DWAF	Mines	GS		DMA	DDC		DP
KNOWLEDGE AREA															
<i>ICM – general overview</i>	X	X		X	X		X	X	X	X		X	X	X	
<i>Understanding physical Coastal processes</i>	X	X		X	X		X	X		X			X	X	
<i>Biodiversity conservation</i>	X	X		X	X		X	X	X	X			X	X	
<i>Socio-economic aspects of ICM</i>	X		X	X	X		X					X	X	X	
<i>ICM tools:</i>	X			X										X	
<i>EIA/SEA</i>	X	X			X		X	X	X			X	X	X	X
<i>EMP/EMS</i>	X	X		X	X		X	X	X					X	
<i>EMIN</i>	X	X		X	X		X	X	X					X	
<i>MPAs</i>	X			X	X		X	X	X			X		X	
<i>Zoning</i>	X	X		X	X		X	X				X		X	
<i>Cost benefit analysis</i>	X		X		X		X						X	X	X
<i>Public participation</i>	X		X	X	X		X	X	X			X	X	X	
<i>Resource economics</i>	X	X			X		X	X	X	X		X	X	X	
<i>Strategic Planning</i>	X	X	X	X	X		X	X	X	X		X	X	X	
<i>Environmental and biodiversity planning</i>	X	X		X	X			X	X	X		X	X	X	
<i>Integrated development planning</i>	X	X	X	X	X		X	X	X	X		X	X	X	
<i>Policy and Legislative frameworks for ICM</i>	X	X	X	X	X		X	X	X	X		X	X	X	
<i>Governance for ICM</i>	X	X	X	X	X		X	X				X	X	X	
<i>Monitoring and Evaluation</i>	X	X	X	X	X		X	X	X	X		X	X	X	

¹ The stakeholder did not return the questionnaire

KNOWLEDGE GAPS/MINISTRIES	MET			MFMR			MAWF	MME			MWTC	MLRGH RD	MLRR	NPC
<i>Information sharing and awareness raising</i>	X		X	X	X		X	X	X		X		X	
<i>Integrated Water Resource Management</i>							X							
<i>Collaborative park management</i>				X										
<i>Park business planning</i>				X										
<i>Law enforcement</i>				X										
SKILLS AREAS														
<i>ICM Tools (focus on application):</i>														
<i>EIA/SEA</i>		X		X	X		X	X	X		X	X	X	X
<i>EMP/EMS</i>	X	X		X	X		X	X	X				X	
<i>EMIN</i>	X	X		X	X		X	X	X				X	
<i>MPA</i>	X			X	X			X	X		X		X	
<i>Zoning</i>	X	X		X	X		X	X			X		X	
<i>Cost benefit analysis</i>	X				X		X					X	X	X
<i>Public participation</i>	X		X	X	X		X	X	X		X	X	X	
<i>Monitoring and Evaluation (focus on design and application)</i>	X	X	X	X	X		X	X	X	X	X	X	X	
<i>Environmental planning tools (focus on design and application)</i>	X	X		X	X		X	X	X	X	X	X	X	
<i>Data analysis</i>	X	X		X	X		X	X	X				X	
<i>Data management</i>	X	X		X	X		X	X	X				X	
<i>Conflict management</i>	X		X	X	X		X		X				X	
<i>Facilitation and participation</i>	X		X		X		X	X	X		X	X	X	
<i>Mapping tools (GIS and remote sensing)</i>	X	X		X	X			X	X		X		X	
<i>Habitat Restoration</i>	X	X		X	X			X	X		X		X	

KNOWLEDGE GAPS/MINISTRIES	MET			MFMR			MAWF	MME			MWTC	MLRGH RD	MLRR	NPC
<i>Information sharing and awareness raising</i>	X		X	X	X		X				X		X	
					X		X							
					X		X							

ANNEX 3: Areas of knowledge and skills gaps indicated by targeted Regional Councils.

KNOWLEDGE GAPS/MINISTRIES	Kunene Regional Council	Erongo Regional Council	Hardap Regional Council	Karas Regional Council
KNOWLEDGE AREA				
<i>ICM – general overview</i>	X	X	X	X
<i>Understanding physical Coastal processes</i>	X			X
<i>Biodiversity conservation</i>	X	X		X
<i>Socio-economic aspects of ICM</i>	X	X	X	X
<i>ICM tools:</i>				
<i>EIA/SEA</i>	X	X	X	X
<i>EMP/EMS</i>	X			X
<i>EMIN</i>	X			X
<i>MPA</i>	X			X
<i>Zoning</i>	X		X	X
<i>Cost benefit analysis</i>	X	X		X
<i>Public participation</i>	X	X		X
<i>Resource economics</i>				X
<i>Strategic Planning</i>	X	X	X	X
<i>Environmental and biodiversity planning</i>				X
<i>Integrated development planning</i>	X	X	X	X
<i>Policy and Legislative frameworks for ICM</i>	X		X	X
<i>Governance for ICM</i>	X		X	X
<i>Monitoring and Evaluation</i>	X	X		X
<i>Information sharing and awareness</i>	X	X		X

KNOWLEDGE GAPS/MINISTRIES	Kunene Regional Council	Erongo Regional Council	Hardap Regional Council	Karas Regional Council
<i>raising</i>				
SKILLS AREAS				
<i>ICM Tools (focus on application):</i>				
<i>EIA/SEA</i>	X	X	X	X
<i>EMP/EMS</i>	X			X
<i>EMIN</i>	X			X
<i>MPA</i>	X			X
<i>Zoning</i>	X		X	X
<i>Cost benefit analysis</i>	X	X		X
<i>Public participation</i>	X			X
<i>Monitoring and Evaluation (focus on design and application)</i>	X	X		X
<i>Environmental planning tools (focus on design and application)</i>	X			X
<i>Data analysis</i>	X	X	X	X
<i>Data management</i>	X	X	X	X
<i>Conflict management</i>	X	X		X
<i>Facilitation and participation</i>	X			X
<i>Mapping tools (GIS and remote sensing)</i>	X		X	X
<i>Habitat Restoration</i>	X			X
<i>Information sharing and awareness raising</i>	X	X		X

ANNEX 4: Areas of knowledge and skills gaps indicated by targeted Local Authorities.

KNOWLEDGE GAPS/MINISTRIES	Walvis Bay	Swakopmund	Henties Bay²	Lüderitz	Oranjemund Town Management Company	Arandis
KNOWLEDGE AREA						
<i>ICM – general overview</i>	X	X		X	X	
<i>Understanding physical Coastal processes</i>	X	X		X	X	
<i>Biodiversity conservation</i>	X	X		X	X	
<i>Socio-economic aspects of ICM</i>	X	X		X	X	
<i>ICM tools:</i>						
<i>EIA/SEA</i>	X	X		X	X	X
<i>EMP/EMS</i>	X	X		X	X	
<i>EMIN</i>	X	X		X	X	
<i>MPA</i>	X	X		X	X	
<i>Zoning</i>	X	X		X	X	X
<i>Cost benefit analysis</i>	X	X		X	X	
<i>Public participation</i>	X	X		X	X	
<i>Resource economics</i>	X	X		X	X	
<i>Strategic Planning</i>	X	X		X	X	X
<i>Environmental and biodiversity planning</i>	X	X		X	X	X
<i>Integrated development planning</i>	X	X		X	X	
<i>Policy and Legislative frameworks for ICM</i>	X	X			X	
<i>Governance for ICM</i>	X	X			X	
<i>Monitoring and Evaluation</i>	X	X			X	X
<i>Information sharing and awareness raising</i>	X	X		X	X	

² The stakeholder did not return the questionnaire

KNOWLEDGE GAPS/MINISTRIES	Walvis Bay	Swakopmund	Henties Bay²	Lüderitz	Oranjemund Town Management Company	Arandis
SKILLS AREA						
<i>ICM Tools (focus on application):</i>						
<i>EIA/SEA</i>	X	X		X	X	
<i>EMP/EMS</i>	X	X			X	
<i>EMIN</i>	X	X			X	
<i>MPA</i>	X	X			X	
<i>Zoning</i>	X	X			X	
<i>Cost benefit analysis</i>	X	X		X	X	
<i>Public participation</i>	X	X		X	X	
<i>Monitoring and Evaluation (focus on design and application)</i>	X	X			X	X
<i>Environmental planning tools (focus on design and application)</i>	X	X			X	X
<i>Data analysis</i>	X	X			X	
<i>Data management</i>	X	X			X	
<i>Conflict management</i>	X	X			X	
<i>Facilitation and participation</i>	X	X			X	
<i>Mapping tools (GIS and remote sensing)</i>	X	X			X	X
<i>Habitat Restoration</i>	X	X		X	X	
<i>Information sharing and awareness raising</i>	X	X			X	

ANNEX 5: Estimated number of individuals requiring T&CB for each theme and required training levels.

Themes	The number of staff members at management (M) and technical (T) level who may need T&CB			The number of individuals who may need T&CB at Basic (B) or Advanced (A) levels.		The number of staff members at management and technical level who received training in the past five years
<i>Knowledge Area</i>						
	Management	Technical	Total	Basic	Advanced	
<i>ICM – general overview</i>	61	144	205	174	31	6
<i>Understanding physical Coastal processes</i>	34	86	120	96	24	4
<i>Biodiversity conservation</i>	41	198	239	202	36	7
<i>Socio-economic aspects of ICM</i>	42	98	140	122	17	3
<i>ICM tools:</i>						
<i>EIA/SEA</i>	54	186	239	207	31	13
<i>EMP/EMS</i>	34	126	160	147	13	10
<i>EMIN</i>	32	106	148	138	11	2
<i>MPA</i>	26	103	129	93	36	6
<i>Zoning</i>	36	114	160	128	32	8
<i>Cost benefit analysis</i>	33	104	137	119	18	7
<i>Public participation</i>	58	107	165	80	61	2
<i>Resource economics</i>	30	108	138	125	13	6
<i>Strategic Planning</i>	72	135	207	121	86	19
<i>Environmental and biodiversity planning</i>	42	131	173	122	51	8
<i>Integrated development planning</i>	55	131	186	122	64	5
<i>Policy and Legislative frameworks for ICM</i>	49	113	152	119	33	2
<i>Governance for ICM</i>	40	81	121	106	15	2
<i>Monitoring and Evaluation</i>	21	121	142	74	68	19
<i>Information sharing and awareness raising</i>	28	117	145	123	23	4

Themes	The number of staff members at management (M) and technical (T) level who may need T&CB			The number of individuals who may need T&CB at Basic (B) or Advanced (A) levels.		The number of staff members at management and technical level who received training in the past five years
	Management	Technical		Basic	Advanced	
			4			
Skills Area	Management	Technical		Basic	Advanced	
<i>ICM Tools (focus on application):</i>						
<i>EIA/SEA</i>	51	165	216	193	23	4
<i>EMP/EMS</i>	24	130	154	133	21	7
<i>EMIN</i>	24	118	142	127	15	6
<i>MPA</i>	23	109	132	114	18	6
<i>Zoning</i>	25	106	131	113	18	7
<i>Cost benefit analysis</i>	34	91	125	80	45	6
<i>Public participation</i>	47	124	171	106	65	2
<i>Monitoring and Evaluation (focus on design and application)</i>	38	110	148	115	15	4
<i>Environmental planning tools (focus on design and application)</i>	49	99	148	135	13	4
<i>Data analysis</i>	30	129	159	107	52	2
<i>Data management</i>	25	107	132	75	57	12
<i>Conflict management</i>	38	70	108	57	51	12
<i>Facilitation and participation</i>	31	86	127	79	48	9
<i>Mapping tools (GIS and remote sensing)</i>	22	100	122	88	34	15
<i>Habitat Restoration</i>	16	96	112	89	23	10
<i>Information sharing and awareness raising</i>	28	63	91	39	52	2

ANNEX 6: Number of individuals in the Line Ministries indicating knowledge and skills gaps through the questionnaire survey

	MET				MFMR			MAWF	MME		MWTC	MLRGHRD	MLLR	NPC
	DEA	DSS	DT	DPWM	DRM	DOS	DPPE	DWAF	Mines	GS	DMA	DDC		DP
<i>Directorates</i>														
<i>ICM – general overview</i>	3	20		15	20		12	3	25	2	19	10	16	
<i>Physical coastal processes</i>	3	20		4	20		5	1		2		10	16	
<i>Biodiversity conservation</i>	4	20		103	20		10	1	15	2		10	16	
<i>Socio-economic aspects of ICM</i>	4		2	3	20		10				19	10	16	
<i>ICM tools:</i>														
<i>EIA/SEA</i>	6	20		15	20		13	3	25		19	10	16	34
<i>EMP/EMS</i>	5	20		20	20		15	1	25				16	
<i>EMIN</i>	4	20		12	20		13	1	25				16	
<i>MPA</i>	5			13	20		4	1	25		19		16	
<i>Zoning</i>	4	20		20	20		6	1			19		16	
<i>Cost benefit analysis</i>	3		2		20		15					10	16	34
<i>Public participation</i>			4	15	20		10	1	25		19	10	16	
<i>Resource economics</i>	3	20			20		10	1	6	2	19	10	16	
<i>Strategic Planning</i>	4	20	4	15	20		11		25	2	3	10	16	
<i>Environmental and biodiversity planning</i>	5	20		20	20			1	25	2	19	10	16	

<i>Integrated development planning</i>	7	20	4	12	20		8	1	25	2		10	16	
<i>Policy and Legislative frameworks for ICM</i>	8	3	4	4	20		9	1	8	2	19	10	16	
<i>Governance for ICM</i>	6	3	2	4	20		7				3	10	16	
<i>Monitoring and Evaluation</i>	7	3	2	4	20		33	1	8	2	3	10	16	
<i>Information sharing and awareness raising</i>	7		6	4	20		7	1	25		19		16	
	SKILLS AREAS													
<i>ICM Tools (focus on application):</i>														
<i>EIA/SEA</i>	6	17		12	20		16	1	38		19	10	16	34
<i>EMP/EMS</i>	5	17		20	20		16	1	36				16	
<i>EMIN</i>	4	17		12	20		10	1	39				16	
<i>MPA</i>	5			10	20			1	38		19		16	
<i>Zoning</i>	4	17		20	20		12	1			19		16	
<i>Cost benefit analysis</i>	3				20		14					10	16	34
<i>Public participation</i>			6	15	20		18	1	38		19	10	16	
<i>Monitoring and Evaluation</i>	7	3	2	4	20		18	1	38	2	3	10	16	
<i>Environmental planning tools</i>	6	3		4	20		8	1	38	2	19	10	16	

<i>Data analysis</i>	7	17		4	20		16	1	18		16		16	
<i>Data management</i>	7	17		4	20		6	1			16		16	
<i>Conflict management</i>			6	15	20		8		12		3		16	
<i>Facilitation and participation</i>			8		20		16	1	12		19	10	16	
<i>Mapping tools</i>	7	17		4	20			1	3		19		16	
<i>Habitat Restoration</i>	5	17		20	20			1	13				16	
<i>Information sharing and awareness raising</i>	7		8	4	20		8						16	
<i>Integrated Water Resource Management</i>								3						

ANNEX 7: Number of individuals in the Regional Councils indicating knowledge and skills gaps through the questionnaire survey

	Kunene Regional Council	Erongo Regional Council	Hardap Regional Council	Karas Regional Council
<i>ICM – general overview</i>	5	5	12	11
<i>Physical coastal processes</i>	5			10
<i>Biodiversity conservation</i>	4	5		10

<i>Socio-economic aspects of ICM</i>	4	3	16	11
<i>ICM tools:</i>				
<i>EIA/SEA</i>	3	3	14	11
<i>EMP/EMS</i>	4			11
<i>EMIN</i>	3			11
<i>MPA</i>	3			8
<i>Zoning</i>	4		14	11
<i>Cost benefit analysis</i>	3	3		6
<i>Public participation</i>	5	5		10
<i>Resource economics</i>	3			11
<i>Strategic Planning</i>	4	5	20	11
<i>Environmental and biodiversity planning</i>	6			7
<i>Integrated development planning</i>	6	5	18	7
<i>Policy and Legislative frameworks for ICM</i>	6		20	11
<i>Governance for ICM</i>	6		22	11
<i>Monitoring and Evaluation</i>	4	5		11
<i>Information sharing and awareness raising</i>	3	3		11
	SKILLS AREAS			
<i>ICM Tools (focus on application):</i>				
<i>EIA/SEA</i>	4	3		4
<i>EMP/EMS</i>	4			4
<i>EMIN</i>	4			4
<i>MPA</i>	4			4
<i>Zoning</i>	3			4

<i>Cost benefit analysis</i>	3	3		4
<i>Public participation</i>	5			4
<i>Monitoring and Evaluation</i>	4	3		4
<i>Environmental planning tools</i>	4			4
<i>Data analysis</i>	4	3	16	4
<i>Data management</i>	5	3	16	4
<i>Conflict management</i>	4	5		4
<i>Facilitation and participation</i>	4			4
<i>Mapping tools</i>	4		16	2
<i>Habitat Restoration</i>	4			4
<i>Information sharing and awareness raising</i>	3	5		4
<i>Integrated Water Resource Management</i>	1			

ANNEX 8: Number of individuals in the Local Authorities indicating knowledge and skills gaps through the questionnaire survey

	Walvis Bay	Swakopmund	Henties Bay	Lüderitz	Oranjemund Town Management Company	Arandis
<i>ICM – general overview</i>	11	5		8	3	
<i>Physical coastal processes</i>	8	5		8	3	
<i>Biodiversity conservation</i>	3	5		8	3	
<i>Socio-economic aspects of ICM</i>	5	6		8	3	
<i>ICM tools:</i>						
<i>EIA/SEA</i>	7	5		8	3	4

<i>EMP/EMS</i>	7	5		8	3	
<i>EMIN</i>	7	5		8	3	
<i>MPA</i>	7	5			3	
<i>Zoning</i>	7	5		8	3	2
<i>Cost benefit analysis</i>	9	5		8	3	
<i>Public participation</i>	9	5		8	3	
<i>Resource economics</i>	9	5			3	
<i>Strategic Planning</i>	19	5		8	3	2
<i>Environmental and biodiversity planning</i>	4	5		8	3	2
<i>Integrated development planning</i>	9	5		8	3	
<i>Policy and Legislative frameworks for ICM</i>	3	5			3	
<i>Governance for ICM</i>	3	5			3	
<i>Monitoring and Evaluation</i>	4	5			3	1
<i>Information sharing and awareness raising</i>	7	5		8	3	
	SKILLS AREAS					
<i>ICM Tools (focus on application):</i>						
<i>EIA/SEA</i>	11	7	5		1	3
<i>EMP/EMS</i>	8	7	5			3
<i>EMIN</i>	8	7	5			3
<i>MPA</i>	8	7	5			3
<i>Zoning</i>	7	7	5			3
<i>Cost benefit analysis</i>	10	9	5		1	3
<i>Public participation</i>	9	9	5		2	3
<i>Monitoring and Evaluation</i>	11	4	5			3
<i>Environmental planning tools</i>	8	4	5			3

<i>Data analysis</i>	27	8	6			3
<i>Data management</i>	28	8	6			3
<i>Conflict management</i>	13	6	6			3
<i>Facilitation and participation</i>	8	8	6			3
<i>Mapping tools</i>	22	5	5			3
<i>Habitat Restoration</i>	8	2	6		1	3
<i>Information sharing and awareness raising</i>	12	7	6			3
<i>Integrated Water Resource Management</i>	0					

ANNEX 9: Terms of Reference for service providers of T&CB interventions

1. BACKGROUND

The Namibian coastal environment is under pressure as a result of unsustainable land use practices, inappropriate development activities and resource overexploitation. Increasing numbers of people are attracted to the coast because of the wide range of goods and services provided by these areas and resources. Increasing human pressure on the coastal environment through resource use, land conversion, sea dredging and pollution is modifying the environment. Overfishing as well as environmental variability and change have caused changes in the abundance and distribution of Namibia's marine resources. The Namibian coastal environment is also threatened by habitat loss and degradation, marine pollution, increased environmental variability and introduction of harmful exotic species. Consequently government has recognized the value of the coastal environment and seeks to ensure the long term sustainable use and development of these valuable coastal systems and areas.

The Namibian Coast Conservation and Management (NACOMA) Project is part of the Government of Republic of Namibia's strategy to promote sustainable economic development under the auspices of the Ministry of Environment and Tourism (MET). It aims to enhance the status of the coastal environment through adoption of a holistic and integrated approach to coastal management. Consequently, the MET is consolidating its biodiversity conservation efforts and has been adopting integrated management approaches for natural resources management. The NACOMA project is supporting three key areas identified by government for implementing Integrated Coastal Management (ICM), namely; (i) development of Integrated ICM legislation; (ii) decentralization of environmental mandates; and (iii) strengthening of institutional frameworks and capacity for ICM, especially at local and regional levels in support of the decentralization process.

This proposal call focuses on activity (iii) above and seeks to identify service providers that can assist NACOMA in designing and implementing training and capacity building interventions that will strengthen institutional frameworks and capacity for ICM in Namibia.

A recently completed training and capacity building needs assessment has revealed a variety of existing knowledge and skills gaps in the four coastal regions of Namibia at different levels of government. The specific knowledge areas and skills development requirements have been documented in a report entitled Training and Capacity Building Strategic Action Plan (T&CB-SAP). This proposal call identifies the types of training and capacity building interventions required by a range of different target audiences. These are summarized in section 4 below.

2. PROJECT OBJECTIVES

The objective of this project is to implement a suite of capacity building interventions to strengthen institutional capacity in ICM at local, regional and national levels with the purpose of mainstreaming biodiversity conservation and sustainable resource use into coastal development planning and decision-making processes. A number of training and capacity building interventions are envisaged. These are identified below together with the target audience requiring the capacity and /skills development:

- a. Study tours (policy makers and politicians)
- b. High-level seminars (policy-makers and politicians);
- c. General /Introductory courses in ICM (management and technical levels)
- d. Short (2-3 day) specialized courses (management and technical levels)
- e. Online training courses (management and technical level)
- f. Environmental awareness raising interventions(management and technical level)
- g. In-service mentorships; (technical level)

3. PROJECT BRIEF

NACOMA is calling for interested service providers to develop technical and financial proposals for the project “Implementing a Suite of Capacity Building Interventions to Strengthen Institutional Capacities in Integrated Coastal Management at local, regional and national levels”. Service providers with relevant expertise and experience in the general field of ICM or in the specialized areas identified in section 4 below are hereby invited to submit a proposal responding to one or several of the areas requiring capacity building attention. Service providers are encouraged to review the T&CB –SAP to ensure that they are familiar with the types of interventions that are required, the general and specific topics identified for short course interventions as well as the target audiences requiring the different capacity building interventions

4. SCOPE OF SERVICE

NACOMA’s Training and Capacity Building Strategy and Action Plan (T&CB- SAP) identified a number of capacity building interventions (see 3 above) as well as identified nine (9) knowledge and skills themes requiring capacity building interventions at local, regional and national levels to strengthen capacity for ICM.. These themes are:

- 4.1. Integrated coastal management (general overview, coastal processes, socio-economic systems, approaches and tools for ICM);
- 4.2. Strategic planning, land use planning and Integrated development planning for ICM

- 4.3. Governance for ICM including policies and legal frameworks and law enforcement;
- 4.4. Biodiversity conservation and planning
- 4.5. Environmental Management tools in particular Environmental impact Assessment (EIA) and Strategic Environmental Assessment (SEA);
- 4.6. Resource economics as a tool for ICM
- 4.7. Monitoring and evaluation (tools and applications; EMIN- environmental monitoring indicators network)
- 4.8. Public participation, information sharing and awareness raising, facilitation and conflict management
- 4.9. Data Management and data analysis (including mapping tools such GIS)

Service providers are required to submit proposals (one for each type of activity (e.g. study tour, general course, specialized courses in one or more of the topics identified above, environmental awareness raising interventions, and in service mentorships). The proposals should contain the following information: a) understanding of the brief, b) base information on the service provider -expertise and capacity, c) Methodology and implementation strategy; d) knowledge of the topic, e) project management skills, f) composition of project team –affirmative action, gender and social security certification, g) other information considered relevant to this proposal call.

The service provider is required to provide a budget breakdown against key activities including a breakdown of professional costs and disbursements.

The training and capacity building interventions should be specific in addressing the challenges faced by politicians (e.g. ministers, deputy ministers, governors, regional councilors, local councilors, etc.), managers (e.g. permanent secretaries, deputy permanent secretaries, directors, deputy directors, regional executive officers, chief executive officers of local authorities) and technical/operational level staff of local authorities, regional councils and targeted ministries (chief control officers, development planners, environmental health officers, etc.). It should be noted that the project is only targeting four coastal regions of Namibia, namely; Kunene, Erongo, Hardap and Karas.

5. PROJECT EXPECTATIONS

- 5.1. The Consultant is expected to work in close collaboration with the Project Office (PO) in the course of designing and implementing the particular capacity building intervention ;
- 5.2. With respect to short course capacity building interventions the service provider is expected to specify the particular theoretical knowledge and practical skills to be gained by the intervention;

- 5.3. For each selected theme, the service provider is expected to outline the course content, training methodologies employed as well as the practical activities to be offered. Each short course should be implementable within the duration of three to five (3 to 5) days.
- 5.4. For each selected short course intervention, the service provider is further expected to implement a monitoring and evaluation process that includes gathering of baseline information of participants at the outset of the short course and an opportunity for course participants to evaluate the relevance and usefulness of the intervention at the end of the course.
- 5.5. The service provider is expected to organize all aspects of the short course programme and is totally responsible for its implementation.
- 5.6. The service provider is required to prepare a final report on completion of the capacity building intervention that includes information gathered from the monitoring and evaluation process.

6. PROJECT DURATION

The appointment of the Consultant will take place two (2) weeks after the closing date, while the actual implementation of the capacity building interventions will be implemented from January to March 2009.

7. PROJECT REPORTING

During the implementation period (January to March 2009), the Consultant is expected to consult the PCO office to provide progress updates, and discuss challenges that may be encountered. The Consultant shall provide a full report after the completion of each capacity building intervention implemented detailing successes/ challenges/ opportunities and lessons learned.

8. WORKPLAN AND BUDGET

The tender proposal should include both the technical and financial proposals with a clear workplan and budget indicating planned activities, professional costs associated with project activities, time allocated to listed tasks as well as a breakdown of disbursements.

9. TENDER PROCEDURE AND SELECTION PROCESS

This last section will be developed and finalized in consultation with the PCO as it deals with deadlines for receipt of submissions, where to deliver proposals, dates, whether VAT must be included, contact persons, etc.

ANNEX 10: List of stakeholders consulted during questionnaire survey method

Institution	Directorate or Division	Contact Person	Contact details	
			<i>email</i>	<i>Telephone</i>
MET	DEA	Mr. T. Nghitila	nghitila@met.dea.gov.na	+ 264 61 284 2700
	DPWM SPAN project	Mr. B. Beytell Ms. M. Paxton	bbeytell@mweb.com.na midori@span.org.na	+ 264 61 284 2518 + 264 61 284 2505
	DSS	Dr. F. Demas Mr. H. Kolberg	fdemas@mweb.com.na holgerk@mweb.com.na	+ 264 61 284 2553 + 264 81 129 5163
	DT	Mr. S. Shikongo	s_shikongo@hotmail.com	+ 264 61 284 2178
MFMR	DRM	Dr. M. Maurihungirire Mr. B. Tjizoo	mmaurihungirire@mfmr.com.na btjizoo@mfmr.gov.na	+ 264 61 205 3015 + 264 64 410 1000
	DOS	Mr. P. Amutenya	pamutenya@mfmr.gov.na	+ 264 64 205 3116
	DPPE	Ms. A. Erastus Ms. E. Boys	aerastus@mfmr.gov.na eboys@mfmr.gov.na	+ 264 61 205 3121
MME	Mines	Ms. H. Itamba	hitamba@mme.gov.na	+ 264 61 284 8162
	Energy	Mr. I. Mulunga	imulunga@mme.gov.na	+ 264 61 284 8322
	Geological Survey	Dr. G. Schneider	gschneider@mme.gov.na	+ 264 61 284 8267

	Diamond Affairs	Mr. K. Hamutenya	khamutenya@mme.gov.na	+ 264 61 284 8320
MAWF	Department of Water Affairs, Directorate of Resource Management	Ms. J. Andowa Dr. S. De Wet Ms. M. Amakali Ms. G. Tshipo Ms. S. Nakanwe	jandowa@mawf.gov.na tshipog@mawrd.gov.na nakanwes@mawf.gov.na	+ 264 61 208 7001 + 264 61 208 7765 + 264 61 208 7158
MWTC	DMA	Mr. J. Iitenge	jiitenge@mwtc.gov.na	+ 264 61 208 8037
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MLRR	Land Use Planning and Allocation (LUPA); Land Board Tenure and Advice (LBTA)	Ms. H. Shipena Ms. J. Naimbale-Metz Mr. O. Imbuwa	hshipena@mlrr.gov.na jnaimbale-metz@mlrr.gov.na oiknox@yahoo.com	+ 264 61 296 5369
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ANNEX 11: Terms of Reference for Capacity Building through training and Institutional Strengthening in ICZM

Capacity Building through training and Institutional Strengthening in ICZM with priority given to mainstreaming biodiversity and sustainable use into coastal development planning and decision-making: Finalisation of a strategy and action plan and coordination of the implementation of priority activities.

1. INTRODUCTION

NACOMA's Global and Project Development Objective (GDO/PDO) is to *strengthen conservation, sustainable use and mainstreaming of biodiversity in coastal and marine ecosystems in Namibia*.

NACOMA aims to enhance coastal and marine biodiversity conservation through the mainstreaming of biodiversity conservation and sustainable use into coastal policy, legislative framework, and institutional and technical capacity. The project will also support targeted investments for biodiversity conservation in critical ecosystems on the coast. The Project's four components are:

- Component 1: Policy, Legal, Institutional and Planning Framework for Integrated Coastal Zone Management (ICZM) conducive to Biodiversity Conservation and Sustainable Use
- Component 2: Targeted Capacity Building for ICZM conducive to Biodiversity Conservation and Sustainable Use
- Component 3: Targeted Investments in Critical Ecosystems for Biodiversity Conservation, Sustainable Use and Mainstreaming
- Component 4: Project Management and Performance Monitoring

For more information about NACOMA project and its activities, consult the project website: <http://www.nacoma.org.na>

2. BACKGROUND AND RATIONAL TO THE TASK

Lack of capacity has been identified as one of the main bottlenecks for sustainable development in Namibia. It is widely recognized that the lack of capacity at the national, regional and local levels for biodiversity conservation and sustainable use, including for its mainstreaming, stems from:

- a shortage of qualified staff and restricted budget for additional positions;
- limited resources and time for training activities;
- uncoordinated sectoral efforts;
- the slow decentralization process;
- limited understanding of coastal biodiversity and linkages to development planning and management; and
- weak and fragmented communication channels between the various stakeholders.

The Project's Component 2, is made up of a suite of activities with associated Terms of Reference (ToR), and is seen as a key instrument not only to fill the capacity gaps but to strengthen institutional and individual capacities in support of Integrated Coastal Zone Management (ICZM), biodiversity conservation and sustainable use. By providing training for ICZM and developing Monitoring & Evaluation (M&E) and knowledge management systems, this component will contribute to the ongoing decentralization process as well as the development of an effective institutional framework for ICZM.

Therefore, the MET through the NACOMA Project would like the following phased approach:

- 1) Meet with the PCO and discuss the approach and methodology of the assignment and thereafter finalise a training and capacity building (TCB) strategy and action plan (SAP),
- 2) Prepare the ToR for five agreed training themes clustering some where appropriate.
- 3) Ensure a strong coordination of the implementation of activities under the TCB SAP, and
- 4) Conduct a post implementation gap analysis with recommendations for further training and sustainability.

The five themes that have been highlighted:

- Environmental Impact Assessment (EIA)/ Strategic Environmental Assessment (SEA) and land use planning adapted to coastal lands and waters for target groups, especially related to mitigation measures and rehabilitation techniques pre/during and post mining.

- Monitoring and Evaluation (M&E), including procedures, tools (GIS mapping) and effective coast related data interpretation and data use.
- Communication, participatory approaches and mediation skills for institutional stakeholders
- Sustainable resource-based economic development
- Awareness, law enforcement, crime prevention techniques

What needs to be highlighted here is the need to speed up on the delivery of the products, as defined in the timetable below.

Very importantly this task should link up with other related NACOMA consultancies that are in progress and those that are completed, especially the institutional mandates, policies and laws review, knowledge management and coastal profiling.

3. OBJECTIVES

Overall objective: Build capacity through awareness, targeted training and institutional strengthening in Integrated Coastal Zone Management (ICZM) with the goal to ensure conservation and sustainable management of the coastal zone of Namibia.

Specific objective: To finalise the NACOMA TCB SAP into an easily implementable plan; and to coordinate implementation of identified priority activities.

The final product needs to follow a demand-driven approach, be easy to implement, simple to monitor and evaluate during and at the end of its implementation.

A simple baseline needs to be adjusted to help measure success by mid-term and end of project. Project intermediate outcome indicators read as follows: “awareness about the importance of the coastal zone resources and ICZM among the 3 institutional target groups and local communities increased by 70% compared to the baseline by year 5” (IOI 2.3.3)

4. SPECIFIC TASKS, DELIVERABLES, TIMEFRAME AND PAYMENT SCHEDULE

Payment will be made in tranches as percentages of a lump sum amount upon submission of outputs as proposed below. The assignment should take place over 12 months with a 4 phased approach.

The table below summarises the specific tasks to be performed by the consultant, the deliverables, the estimated timeframe and the payment schedule.

Phase	Tasks	Working Days	Deliverables		Tranches
			Deliverable	Submission date	
Phase 0	<p>INCEPTION:</p> <ul style="list-style-type: none"> • Carry out consultation meeting with NACOMA Project Coordination Office (PCO) to: • Clarify and discuss any outstanding issues • Confirm all elements of the methodology, approach and work plan 	1 day	Inception Report with agreed Methodology and work plan	30 June 2008	-

Phase	Tasks	Working Days	Deliverables		Tranches
			Deliverable	Submission date	
Phase 1	<p><u>TCB-SAP REVIEW, IMPROVEMENT & FINALIZATION:</u></p> <ul style="list-style-type: none"> • Review existing documents • Consult stakeholders in line ministries, regional councils and local authorities to capture demand and collect additional data as necessary • Verify and confirm specific institutions, individuals and positions that should be targeted for TCB • Identify/ review a list of potential trainers, and service providers per training theme • Identify / confirm the preferred training medium / formats / approach / style for all identified and agreed training themes • Prepare / compile clearly and crisply free of unnecessary detail TCB SAP giving details of who should benefit from training given by whom, for how long and when. • Confirm and revise the training themes, including 5 key agreed themes: 1) EIA/SEA, land-use planning / zoning; 2) monitoring and evaluation, including procedures, tools and effective coast-related data interpretation and use; 3) communication, participatory approaches and mediation skills for institutional stakeholders; 4) sustainable resource-based economic development; and 5) awareness with regard to. law enforcement/crime prevention. • Present draft and final products to NACOMA and, MET to obtain guidance and final approval 	20 days	Upgraded TCB SAP which is approved by MET	<p><u>Draft TCB SAP:</u> 8 August 2008</p> <p><u>Final TCB SAP:</u> 31 August 2008</p>	30% after approval of the upgraded TCB SAP by PCO

Phase	Tasks	Working Days	Deliverables		Tranches
			Deliverable	Submission date	
	<p>TRAINING BASELINE DEVELOPMENT:</p> <ul style="list-style-type: none"> Determine the number of individuals per institution who received training in ICZM or related fields in the past 5 years (This information will serve as baseline to I.2.1 NACOMA IOI (Intermediate Outcome Indicator that measures training progress at mid-term (Nov. 2008) and at the end of the project (March 2011) 	2 days	Baseline established for TCB SAP	8 August 2008	10% after approval of the baseline by PCO
Phase 2	<p><u>METHOD:</u></p> <ul style="list-style-type: none"> Prepare separate sets of Terms of Reference (ToR) for the implementation of the agreed training themes by the external service providers. (this needs to be done in close collaboration with the PCO, who should approve if some ToR should be clustered or not) Support MET/NACOMA to select and contract the appropriate service providers to carry out training for different training themes by soliciting the EOI 	6 days	ToR for agreed training themes.	15 September 2008	10% after no-objection of World Bank on the 5 ToR developed

Phase	Tasks	Working Days	Deliverables		Tranches
			Deliverable	Submission date	
Phase 3 ³	<p><u>TCB SAP IMPLEMENTATION COORDINATION AND MONITORING:</u></p> <ul style="list-style-type: none"> • Together with the benefiting institutions and under the PCO supervision and support, coordinate, monitor and evaluate the implementation of all TCB SAP actions in the agreed/approved TCB SAP. This includes arranging of training events and all related logistics and facilitations • Monitor and evaluate the success of the TCB Programme using the mechanism stipulated in the NACOMA TCB SAP. • Produce TCB Progress Reports on a quarterly basis, specific training event reports and for each NACOMA Steering Committee Meeting or at the request of the PCO and a <u>TCB Annual Report</u> with relevant Monitoring and Evaluation statistics included 	32 days	<p>90% training events presented in Action plan are undertaken and reported in progress reports</p> <p>TCB quarterly progress reports and the Annual Report to the PCO</p>	31 March 2009	<p>15 % after implementation of 50 % training events presented in Action plan</p> <p>15% after implementation of 90 % training events presented in Action plan</p>

³ These activities would be funded through the PCO office with other ring-fenced TCB funds.

Phase	Tasks	Working Days	Deliverables		Tranches
			Deliverable	Submission date	
Phase 4	<p><u>POST IMPLEMENTATION GAP ANALYSIS</u></p> <ul style="list-style-type: none"> Assess the successes and do a gap analysis of the TCB SAP implementation and with regard to I.2.1 NACOMA IOI Intermediate Outcome Indicator that measures training progress at mid-term (Nov. 2008) and at the end of the project (March 2011) Provide recommendations for additional capacity building activities Provide recommendations for sustainability 	5 days	2 assessment and recommendation reports (at MTR and at the EOP)	31 March 2009 March 2011	20% after approval of the recommendations report by PCO

5. DURATION

The task should take 66 **working days covering the Y3 (June 08 – March 09) period.**

The implementation of the work plan would span the lifecycle of the NACOMA programme and the budget for these activities would be based on the budget available for TCB via the PCO.

6. LOGISTICAL AND OTHER SUPPORT

The NACOMA Project will make all relevant documents available to the Consultant prior to the commencement of the assignment.

The Consultant bears the responsibility to arrange meetings and consultations under this task if necessary.

7. REPORTING

The Consultant will report to the Project Coordinator and he will have to work closely with the Senior Technical Advisor and Junior Technical Assistant.

Reporting documents

- Short monthly reports, presenting work done in the previous month and detailed quarterly report for inclusion in Project quarterly reports. Specific training events and relevant NACOMA meetings (Steering Committee, ICZMC) need special reporting.

8. EXISTING RELEVANT STUDIES AND BASIC DATA

The key documents are underlined for guidance.

- Coastal Zone Management White Paper – South Africa
- NACOMA TCB Strategy and Action Plan (Consulting Synergies Africa, Feb 2008)
- Analysis of the institutional capacity in the Namibia coastal Regional Councils in relation to the Namibian decentralisation process: Recommendations for institutional strengthening and capacity building (EcoAfrica Environmental Consultants 2005)
- The BCLME / BENEFIT Capacity Building and Training Needs Assessment Report
- A suite of paper in Elsevier Ocean and Coastal Mangement, Vol. 21(1993) & 38(1998)
- Our Coast, Our Future: A New Approach to Coastal Management in South Africa(2002)
- Buidling Partnerships for Sustainable Coastal Development: The South African Coastal Policy Experience – The Process, Perceptions and Lesson Learned (2003)
- Out Coast for Life: From Policy to Action (2002)
- National Development Plan 2 mid-term review and National Capacity Self Assessment (NCSA) reports
- Capacity Assessment of Regional Councils in Namibia (2000)
- Integrated Coastal and Ocean Management: Concept and Practices by Cicin-Sain, B and Knecht, W. Island Press, (1998)
- Erongo Region Coastal Profile (1999)
- SEA for Kunene and Erongo coastal zones and DST. DHI (DHI December 2007)
- NACOMA's Project Appraisal Document (PAD)
- Participation and Communication Plan (PCP)
- NACOWP Manual and Road map
- Review of Existing Institutional Mandates, Policies and Laws relating to coastal management and proposals for change. SAIEA (June 2007)
- Rapid assessment of the development plans, biodiversity conservation projects and socio-economic situation of the Namib Coastal Regions (EcoAfrica Environmental Consultants 2005)
- Review of policy and legislation pertaining to Coastal Zone Management (Glazewski and Kauvee 2004)
- Economic Analysis of Natural Resources in Two of Namibia's Coastal Regions: Karas and Erongo (van Zyl 2004)
- Management and land use plans for protected areas along the coast, SNP, NNP, CCSR, SCP, WBNR, NWCTRA, Meob, Moewe Bay and Dune Belt plan.
- Baseline scenario for three Outcome Indicators (OI's) for Monitoring and Evaluation (Mwiya 2005)

- General facilitation for NACOWP development process and the development of the NACOWP; Contingency Management Committee for the coastal dunes between Swakopmund and Walvis Bay and meetings with recommendations; Road show for White Paper development report.
- Communication and Awareness Strategy, Action Plan and matrix of activities and timelines.
- Final reports of the National Capacity Needs Self-Assessment (NCSA) Project
- Promoting Environmental Sound decision making of Communal Land Boards (Jones & Kakujaha-Matunda 2006)
- PIP
- Year 3 work plan
- Vision 2030
- The NACOMA Website: www.nacoma.org.na

9. PROFILE OF THE CONSULTANTS

A team of consultants or a firm with a team including the below mentioned skills would be preferred to a single consultant. Each consultant should have five or more years of relevant experience and post graduate education in one or more of the following disciplines: institutional and human resources development, training and capacity development, environment sciences, social sciences and/or communications.

It would be highly advantageous if the consultant(s) have some knowledge of the NACOMA project, biodiversity conservation, sustainable development and Integrated Coastal Zone Management. Furthermore if the consultant(s) can demonstrate that they have some knowledge of current environmental policies and legislation.
