

Review of the Norwegian Assistance to the Fishery Sector in Angola

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1. Executive summary

Angola is at present one of the fastest growing economies in the world. The expansion and investments are tremendous. There are extensive plans to rebuild the country after years of civil war. This development will have implications on the development in the fishery sector both in terms of possibilities but also threats which will have to be taken into consideration.

Norway and Angola have been cooperating within the field of fisheries for almost two decades, a cooperation which started with the Nansen Program. In recent years Norway has been the most important bilateral donor and cooperating partner for the fishery sector. Norway's bilateral funding of the fishery sector has been consisting of a number of activity areas through an institutional arrangement between the Ministry of Fisheries in Angola and the Institute of Marine Research (IMR) in Norway.

This review was conducted to assess the progress of the ongoing cooperation between the Ministry of Fisheries and IMR, but also to cover a general assessment of impacts of the support through the Nansen-program and BENEFIT.

Today Angola, through the Instituto Nacional de Investigação Pesqueira, Luanda (INIP), has developed a capacity to conduct and analyse its own research. However, the institute will rely on institutional cooperation to further develop and deepen its capacity.

For the new cooperation agreement, which only has been operational for one and a half year, it is too early to assess any impacts although there are some promising project outputs.

A general reflection of the review concludes that the project documents are rather technical, focusing on biological issues. There is a need for a wider management perspective involving social and economic aspects and considerations.

The project document mainly consists of a number of project activities that are rather scattered; there is a lack of consistent holistic description and analysis justifying the proposed actions. However, in most cases the activities are considered to be justified and relevant even though this is not always clearly documented.

The development within the sector and the fishery administration calls for a new type of cooperation and support. There is a need for a commitment for a long term sector support focusing on exchange of experience. Norwegian knowledge and experts could play an advisory role in the further development of the sector. There is a need for more of a fine-tuning rather than basic support, as the Angolan capacity in most areas is developing. The agreement between the Ministry of Fisheries and IMR could be seen as a base for an institutional cooperation arrangement. The cooperation should be flexible and defined into a number of focus areas with specific targets in order to complement and further develop the Angolan capacity.

There is a clear Angolan objective to be independent in the utilization of the fishery resources and to get the highest value added production from the catches. Norway and Angola has a number of resemblances, such as both being oil and fishery nations, thereby making a cooperation relevant. Over the years there has been an investment in trust and mutual understanding making a continuation natural. Norway could be considered to be a cooperating partner without a second agenda or a biased interest. Private Norwegian fishing enterprises could be valuable cooperating partners balancing other nations and commercial interests.

A continued support should, if possible, be seen as a program support where the agreed cooperation activities will be divided into a number of areas of cooperation. The justification behind these areas should be further formulated by the Ministry of Fisheries according to general plans for sector.

For the project areas identified below the following recommendations are given:

Research – Angola has not yet sufficient research vessel capacity for pelagic resources. There are plans for a new vessel pending decision for approval. It is essential to have a continuation of the time-series of surveys. It is envisaged that the support from BENEFIT, partly financed by Norway, will be replaced by support through the Benguela Current Commission, which is currently in the planning stage. However, this will only partly cover the Angolan needs as the commission will only deal with transboundary and common resources.

Fisheries management – It is important for the Ministry of Fisheries to develop the capacity to transform biological information into relevant management actions. An impressive Fisheries Management Plan has been developed as a result of the cooperation. The training courses in fisheries management have been relevant and ought to continue, maybe regional courses would be more appropriate. However, it is important to stress that need for a broad perspective. Fishery management is not merely a biological issue but rather a question of managing human behaviour.

Surveillance – No activities have been conducted but the proposed training activities will be relevant and ought to develop the capacity of the Angolan fisheries inspection personnel.

Artisanal fishery – The Norwegian input has thus far been delayed for various reasons. The activity should therefore be refocused and there is a clear need for an extended Norwegian support. Angola has given the development of small-scale fisheries highest priority and is about to implement a comprehensive investment program mainly with national funds, posing a great challenge for IPA, the institution responsible for the program.

The fishing gear development should be refocused from an isolated activity to capacity building and the development of IPA's capacity to work with fishing gear development.

The proposed gender training courses for women must be a misunderstanding of the concept of gender. There is a need for gender training courses for all of the IPA staff as well as members of the cooperatives in order to develop a broad awareness of possible gender aspects and implications in a development process. There is also a need to further strengthen IPA's social and economical capacity.

New product and joint venture - Norwegian research institutes and enterprises could be important partners in the development of new products, both for better utilisation of by-catches but also for value added and advanced developed products. They would also broaden the network of cooperating partners and strengthen the Angolan independence within the sector.

Environment – The cooperation has been expanded with the ongoing Oil-Fish-Environment project. Together with an Environmental Impact Assessment (EIA) of the oil-exploration activities, the cooperation in Oil-Fish-Environment will make use of Norway's unique experience of managing the two sectors and their coexistence. However, with Angola's expanding economy there are extensive investments plans for the coast which could jeopardize coastal environment. The component could be expanded to include the development of coastal management capacity.

2. Introduction and background

Norway has since the eighties been supporting the development of the Angolan fisheries sector, first as part of the Nansen program (NP), later through the Benguela Environment Fisheries Interaction and Training (BENEFIT) and also through direct bilateral support. When Norway reorganised the bilateral collaboration with Angola, support to the fishery sector was not included. Instead a Fishery Sector Development project for Angola for 2005-2007 was designed with a support of nine million NOK from the Norad fund for Institutional Collaboration. The Institute of Marine Research (IMR) was the Norwegian cooperating partner.

The overall objective of the project has been to strengthen technical, managerial and scientific capacity in prioritised areas in order to promote ecological and environmental sustainable aquatic resource utilisation and viable economic fisheries sector development in Angola.

According to the *Project Document* the main objective for the development is:

To create and consolidate the macroeconomic environment through viable financial mechanisms and fiscal, legal and administrative reforms, in order to promote private sector development and to rebuild the national productive capacity.

The objective of the project is to *strengthen technical, managerial and scientific capacity in prioritised areas in order to promote ecological and environmental sustainable aquatic resource utilization and viable economic fisheries sector development in Angola.*

For each of the project activities there are specified immediate objectives.

For various reasons the project was delayed and did not really start until early 2006. After an inception workshop in October 2005 a revised budget and work plan for 2005 and 2006 was elaborated. This was approved at the Annual meeting in November 2005. The work plan has later been revised by the Project Steering Committee (PSC) in June 2006. The work plan for 2007 was revised by the PSC in December 2006 and approved at an Annual meeting in 2007.

The Swedish Board of Fisheries was assigned by Norad to form a team for a midterm review of the Norwegian cooperation. The main purpose of the review was, according to the Terms of Reference (annex II);

to assess the progress and achievement on the implementation of the project according to the intended goals, objectives and expected results;

to address any impact project-related and external factors may have had on the execution of the programme.

Based on the findings above, the Consultant will give possible advices for improvements in the current Project, sustainability of components suggested, and regarding possible extension of some of the components.

With reference to previous reviews of cooperation with Angola through the NP, the Consultant should also assess how the NP and BENEFIT have been beneficial to Angola, and discuss how Angola can continue with processes that have been carried out through NP and BENEFIT.

The team formed for the review consisted of:

Staffan Larsson -	Team leader
Inge Albriktsen -	Fishery expert
Maria de Lourdes Sardinha	Biologist
Anneli Andersson	Economist (additional resources person not financed by Norad)

The review team visited Angola between 5th and 16th of June 2007 (see program annex III)

3. **Methods and interventions**

The review as described above consisted of two separate components, an assessment of impact of support through the NP and BENEFIT (that have been going on for some years) and a review and assessment of the bilateral Norwegian assistance to the fishery sector in Angola (AGO-2528), a program that has been operational for barely one and a half year.

The team has reached its findings by studying the project documents and other documents, relevant to the project, made available. The documents used are listed in annex I. The team met and interviewed key persons during the visit to Angola. A majority of the interviews were undertaken in Luanda, but a field visit to Ambriz was also conducted. The list of persons met is presented in annex III. The review is focusing on a number of issues where it is possible to apply:

The **relevance** of the project activities in relation to the development of the fishery sector in Angola, and to what extent the support conforms to the needs and priorities;

The **impact** of the support and project activities, both positive and negative, as well as intended and unintended effects;

The **effectiveness** of the project activities - whether the intervention has achieved or is likely to achieve its objectives;

Where applicable the **efficiency** has been assessed - if the cost of the intervention could be justified compared to other alternatives.

4. **Project areas**

General observations

The Angolan economy is undergoing a tremendous expansion which is gradually changing the condition for development cooperation and the relation between investments and development efforts.

In the national plans, the fishery sector is playing an important part for the development of the coastal rural areas, in particular for food security, poverty reduction, creation of employment, as well as for social and economic development.

There is an ongoing program to rehabilitate and construct infrastructure for the fishery sector and to improve conditions for production along the coast as well as for the inland fishery. This will also imply a need to regulate, coordinate and control the establishment and activities to be in conformity with the legislation and in line with policy and interests.

There is a deliberate process of "Angolanisation". Foreign fishing agreements allowing fishing in Angolan waters are no longer applied. Joint-ventures are welcome provided they involve some form of production and processing in the country.

The development of a solid responsible management mechanism is a prerequisite for a sustainable utilisation. The management will in a dynamic and developing sector constantly face new challenges which will have to be tackled and resolved.

Nowadays, most of the investments within the fishery sector are financed through Angolan sources. Even though there is still a number of internationally funded development projects within small-scale fisheries, the bulk of the ongoing investments are nationally funded. As an example, the Ministry of Fisheries has, with own means, financed the IMR work of developing suitable grids for the shrimp trawlers.

The cooperation has gone through various stages and phases over the years. It started with training and building of capacity and continued with the development of basic research and

management functions. The current phase could be described as focusing on both a further development of the research and management capacity and the development of a capacity to adjust, and meet, the challenges created by the development itself. There is a clear Angolan ownership of the process and development. The Norwegian contribution of know-how could be described as “coaching” rather than traditional development assistance. The program also intends to initiate a number of commercial cooperations bridging onto a commercial phase.

From a general gender perspective the personnel of the Ministry of Fisheries seems to be fairly equal. The distribution of men and women in key positions is fairly balanced. It is however more relevant to apply a gender perspective on the development within the sector itself. This is particularly important in situations where the fishery administration is supporting and stimulating the development such as through IPA.

Along with the rapid expansion of the Angolan economy there are frequent reports on corruption. As the Norwegian support is provided through IMR as consultancy services to the Ministry of Fisheries there is room for corruption. The funds used are reported in an acceptable transparent way.

HIV/AIDS is a severe issue in the fishery sector in Africa. The migrating pattern of fishermen and the comprehensive fish trade has turned the fishing society into a high risk group. The issue of HIV/AIDS was brought up by the team in discussions with the Ministry. However, HIV/AIDS seems not to be an issue on the agenda and there is little or limited awareness and knowledge of the situation in the sector in Angola.

The Norwegian contribution should be assessed and seen in relation to these circumstances. For future consideration of support and cooperation there are a number of conclusions that should be highlighted and taken into account:

- The fishery sector is developing and will develop regardless of any external support. The support provided by the Ministry of Fisheries will further boost the development.
- Public intervention in general, and in fisheries in particular, aiming at obtaining desired national development objectives within the framework of sustainability will require well developed management capacity. There is a need to further develop the Ministry’s management instruments.
- Angola has developed a broad and basic capacity for management of fishery operation. However, for the continued development there is a need to further develop specific competence in a number of areas.
- Norway has in recent years been one of the key cooperating partners for the Ministry of Fisheries in Angola. The support has in particular been focused on the development of the research capacity. The cooperation has during the years resulted in an investment in trust and a mutual understanding which could be maintained with limited support. Both Norway and Angola would benefit from a continued cooperation. Angola could make use of Norwegian know-how and Norway has an expanding commercial interest in the sector.
- The cooperation has focused on scattered biological and technical issues. There is a need to further broaden the perspective and to involve other disciplines, such as economic and social science as well as management perspectives. The component of fisheries management is an example in this direction.
- Angola is with its fast growing economy moving away from being a developing country towards a newly-industrialized country. As a consequence many donors are phasing out their support and it is not likely that there will be any other foreign donor ready to step in, should Norway choose to end its cooperation.

- The Norwegian assistance in relation to the Angolan spending and the total investment is very limited, but with the right focus and design it could play a catalytic and significant role in spurring the development of the Angolan fishery sector.
- Norwegian interest has in the past been seen as neutral, i.e. without any biased interests. One should however be aware that any commercial involvement could to some extent undermine this.
- The cooperation and agreements between IMR and other Norwegian institutions on the one hand, and the Angolan Ministry of Fisheries on the other hand have been focused on providing services of technical assistance. Institutional cooperation has not been singled out as a target itself even though there have been some examples of institutional cooperation.

4.1 Research

4.1.1 The Nansen Programme

The overall and long-term objective of the Nansen Programme has been to provide support to developing countries in implementing policies conducive to the sustainable use of marine resources.

The Nansen Programme has been assisting Angola during the last 15 years, mainly in fisheries research, resource monitoring, stock assessment and capacity building. Specifically, the programme has assisted in maintaining a time series of surveys covering major pelagic and demersal stocks in Angolan waters. The surveys are the primary, and for some stocks sole, basis for management decisions regarding fisheries management in Angola.

Even though the Nansen Programme has focused on scientific work and stock assessments the programme has included other areas of activities such as training in fishery management and transforming biological information into management actions. The bilateral cooperation between Norway and Angola has also through the Nansen Programme included activities such as language and IT training, development of fisheries data collection systems, follow-up on oil-fish interactions, development of a data centre, exchange of researchers, joint research projects and study tours.

Through the Nansen programme Norway has also assisted the Ministry of Fisheries in developing a sector study and a master plan (see chapter 4.2.) for the fisheries sector in the country which now is being implemented.

The Nansen Programme has been phased out in previous form. The r/v Fridjof Nansen is now part of a new programme under the management of FAO focusing on a wider ecosystem perspective. This is in line with the need to apply an ecosystem approach in fisheries management as recommended by the World Summit on Sustainable Development (Johannesburg, 2002). The basic principles of the ecosystem approach to fisheries are embedded in the FAO Code of Conduct for Responsible Fisheries and for this reason elements relevant to this new approach are included in the Nansen Programme.

From 2006, under the leadership of FAO, the Nansen Programme is a partner in regional fishery research and management programmes. There are ongoing programmes or initiatives in the pipeline around Africa following the concept of Large Marine Ecosystems (LME programmes, Benguela Current, Gulf of Guinea, Canary Current, and Somali and Agulhas Current). Research cruises allocated to the Benguela Region were organized either directly by the BCLME offices or through the BENEFIT programme.

4.1.2 The Nansen Programme and BENEFIT

BENEFIT is a SADC marine science and training programme involving the three member states of Angola, Namibia and South Africa. The main objective of BENEFIT has been to stimulate regional cooperation in fishery research, as basis for regional management of shared stocks. Another important element of the BENEFIT programme has been the inclusion of work related to linking the environment to the resources, a subject that can be more effectively tackled at a regional level.

The programme started in 1999 and will be finalized in December 2007. Following a request from Angola, Namibia and South Africa to IMR, Norway decided in 1997 to offer support to the BENEFIT programme through the Nansen Programme.

The Nansen Programme contribution includes support to the secretariat as well as to research projects. About 40 regional research projects based on data collected by r/v Nansen were initiated and finalised.

4.1.3 The Nansen Programme and BCLME

The Benguela Current Large Marine Ecosystem (BCLME) is designed to improve the structures and capacities of the three countries to deal with the environmental problems that occur across the national boundaries, in order to sustainably manage the Benguela Current Large Marine Ecosystem.

The main cooperation with the Nansen Programme includes surveys with the objective to assess and identify means in which shared resources between Angola and Namibia and between Namibia and South Africa can be sustainably managed. There has also been a transboundary pollution monitoring survey and training project for the coast of Angola and Congo.

For some of these activities BCLME contracted r/v Nansen directly while for others, mainly related with the status of the resources, the r/v Nansen was contracted through BENEFIT.

As for BENEFIT the BCLME programme is ending in March 2008. However, as one main output of the BCLME programme, there are plans of continuing by setting up a Benguela Current Commission (BCC), a formal institutional structure that will help Angola, Namibia and South Africa to implement an “ecosystem approach” to manage the resources of the marine ecosystem of the Benguela current.

4.1.4 Impact and Results

Fisheries have played an important role in the Angolan history due to the availability of rich resources of both pelagic and demersal fish stocks. In order to sustainably maintain and manage these resources it is fundamental to have a research capacity and a program for at least the more important fish stocks.

There has, since the beginning of the eighties, been external support to develop the Angolan research capacity. A programme supported by Sweden, which worked well in cooperation with the Nansen programme, ended in the late nineties. In recent years the support for developing the Angolan research capacity has mainly come from Norway and the Nansen Programme.

The Nansen program has directly or indirectly been an instrument for the bulk of the scientific information available and also for the development of the national research capacity. Almost all information available on the distribution, abundance and migrations has in some way or another been collected through, or in cooperation with, the Nansen program and are available in several Dr. Fridtjof Nansen reports. There are also papers published regarding the biology and distribution of the transboundary stocks.

As an example assessments have shown that the stocks of some major commercial pelagic fish species, mainly horse mackerel, have been low for some years. The Ministry has as a management action reduced fishing efforts through banning the use of mid-water trawls.

Angola has today, through INIP, a functioning research institute with capacity to provide scientific background for management decisions and regulations. The institute will however have to continue to further develop their human capacity. There is still a shortage of senior scientists with PhD degrees.

The Review and Appraisal 2004 concluded that the research and Norwegian input thus far had been focused on the industrial fisheries and stressed that *more attention should be given to research on resources fished by the artisanal fishery as this is prioritized by the Ministry*. Further the Review and Appraisal recommended that *the institutional and training aspects of the Nansen Programme are vital and should continue to receive higher priority. Indeed, there should be consideration of de-coupling the vessel and institutional strengthening components of the programme. This would increase the flexibility of the Nansen Programme, allowing institutional strengthening to occur without the presence of the vessel*.

The team agrees that the resources fished by artisanal is important but it could be questioned if the r/v Fridjof Nansen due to its size is appropriate for this type of coastal surveys. The programme should however support the development of INIP's capacity to work in this area.

The Nansen Programme has over the years developed to be broader than only the scientific work. The programme activities could be divided into three categories: work directly connected to the cruises; scientific capacity building in Angola; and complementary activities focused on fishery management. One of the most important activities for the latter was the elaboration of a Master Plan in 2002.

There has been a greater focus on institutional capacity building. The activities have been broadened to include more of activities linked to follow-up of the surveys but also other form of capacity building. These activities were first part of the Nansen Programme later part of the support through the BENEFIT programme and also through the bilateral cooperation. Some of the CTA role has also been to provide advice in the research work at INIP.

What has been achieved until now could best be illustrated through the "Plano de Implementação 2007 do Plano de Ordenamento de Pescas 2006/2010 de Angola" (see 4.2 Fisheries Management). The plan has been elaborated through the Norwegian cooperation and could be seen as an indicator of how the Angolan capacity has developed. The review in 2004 described the Master Plan from 2002 as a vision with few concrete actions. The "Plano de Implementação 2007" is a concrete hands on action plan for the key entities of the Ministry of Fisheries. The plan covers 13 fish species or groups of fish and proposes various management instruments and actions which not would have been possible to plan for without available scientific information and assessments. However, the plan also indicates the need for future research. For some species there is a lack of data which means INIP will have to start collecting data. For other species, mainly demersal, INIP will study the impact of management instrument such as the use of protected areas.

The Review and Appraisal from 2004 also recommended that *there should be a closer match between FNP objectives and impacts and the development, sustainability and poverty alleviation objectives of NORAD*. The team has got a general impression that the input from the Nansen Programme and IMR is focused on very technical know-how which in a way is quite natural. As mentioned over the years the cooperation has been broadened to include management aspects of fisheries, but still there is limited input of socioeconomic aspects which would put the fishing into a wider perspective. This is an area which could have been improved.

The BENEFIT program has been instrumental in developing the regional cooperation which has been crucial for the management of common and transboundary stocks. The cooperation has also in general stimulated the research environment and the creation of a regional scientific network. Angola has benefited from close institutional cooperation with countries like Namibia and South Africa. Experiences from neighbouring countries are also more applicable and relevant than from Europe.

With the termination of BENEFIT and the BCLME programmes, investigations in regards to the main commercial stocks is intended to be supported through the Benguela Current Commission (BCC). It is anticipated that the contribution given by NORAD to BENEFIT, will continue through the BCC. However, it is important to stress that the Commission will mainly address shared resources and key transboundary issues between Angola, Namibia and South Africa. Stocks within Angolan waters have to be taken care of within the national research programs.

Even though institutional capacity has increased, Angola has not yet sufficient research vessel capacity to independently conduct surveys of pelagic resources. The r/v Tombwa is in Cape Town for refurbishment but can only be used for environmental surveys. There are plans for a new vessel pending approval, though it will take some years before a new vessel is operational. It is however somewhat disturbing to in the review from 2004 read that “*Angola is planning to build a research vessel*“. This indicates that the question has been on the agenda for quite some time. The director of INIP stressed the need for a continuation of the programme, or at least with the cruises, in order to maintain the time series.

INIP has conducted an inter-calibration exercise with one of the Ministry’s commercial fishing vessels with support of the Nansen Programme in order to temporary continue parts of the national research programme and the Nansen time series. Due to the limited capacity of the winches of the vessel it was not possible to use the same gear used previously. The alternative is either to change gear or to change winches.

4.1.5 Findings and conclusions

The Nansen Programme has been important for providing both scientific result and developing human capacity in the Benguela region in general and for Angola in particular. There is today a functioning research capacity in the region, the Nansen Program and the cooperation through BENEFIT has to a great extent contributed to this.

The successor to the Nansen Programme will continue to work in new programme through FAO focusing on an ecosystem approach to fisheries. This is in lines with international initiatives, and reflecting the broader global scopes and needs of fishery management. This is also in line with the concept of Large Marine Ecosystems (LME) and follows the plans and definitions of the fisheries sector in Angola and in the Benguela region.

For Angola the Nansen Programme followed by the regional BENEFIT programme and the bilateral cooperation have been key players in supporting the development of the existing research capacity. Even though Angola, as mentioned, today has a capacity to conduct its own research there will still be a need of continued institutional cooperation and support. With the confidence developed over years Norway and IMR would be the best institute to coach and provide further support together with the cooperation with neighbouring countries.

There is an imminent risk of interruption of data series, as the cooperation through BCC will only cover transboundary stocks and as Angola not yet has research vessel capacity of their own to cover the national stocks.

Furthermore, there is still a need to continue to develop a better understanding and interpretation of the biological results by the fishery managers, and vice versa; the biologists should have better knowledge in fisheries management.

4.2 Fisheries management

(Activity 3 Training courses in Fisheries Management, activity 4 Fisheries Management Plans and Action Plans, and activity 5 Research and Management linkages)

The project activities all fit under the umbrella of fisheries management. A project area focusing on what could be considered to be the heart of fisheries administration: transforming scientific data into management actions. According to the Project Document, the objectives of the activities are to increase the competence level in the fisheries management, to develop a fisheries management plan for the main fisheries and action plans for specified management areas, and to develop a format for reporting of research findings as well as for channelling management advices in a way that is suitable for presentation to the fisheries management board.

4.2.1 Impact and results

The activities could be seen as a continuation of the activities in fisheries management initiated by the Nansen Programme. In 1997 the Nansen Programme assisted in elaborating a Master Plan for development of the fisheries, aquaculture and salt industries in Angola. The master plan entailed a sector study (completed in 2002) that identified shortcomings within the fields of fisheries management, monitoring, control and surveillance as well as in the cooperation between research, management and legislation of fisheries resources.

The project area entails, among other things, a training course in fisheries management held in 2006. The course had participants from all of the main departments of the Ministry. Although it is too early to assess any impacts of the training course, the expected outcome was achieved as each participant prepared a brief report over different parts of the fishing industry and the administration. The knowledge that the participants have gained can serve as an injection and as an instrument for further improvement of the fisheries administration of Angola. Out of the 9 participants 8 are still working in the Ministry of Fisheries. They are all in the same positions and in the same fields of work as prior to the training course. Hence, the course objective of strengthening the fisheries management competence level has been achieved. It is however hard to tell whether this yet have had any influence on management decisions, since some of the selected trainees are not working in management positions at all.

A workshop for finalising the national plan of action for fisheries management was successfully completed in March 2007. The national plan for fisheries management is concluded and presented in the “Plano de Implementação 2007 do Plano de Ordenamento de Pescas 2006/2010 de Angola”, a comprehensive document which covers most of the commercially important species. It has a detailed plan of action, specifying what to be done, by whom and when, as well as including possible indicators. Most likely the document will serve as an excellent instrument for future management activities.

4.2.2 Relevance

The overall objective of the project activities is, according to the project document, “to strengthen technical, managerial and scientific capacity in prioritised areas in order to promote ecological and environmental sustainable aquatic resource utilization and viable economic fisheries sector development in Angola” thereby enabling a capacity building orientation of the individual project activities. Capacity building within the field of fisheries management was identified as a priority by the Ministry of Fisheries in the 2002 sector study.

The fishery management is constantly facing new challenges through the development of both national fisheries and international fisheries (e.g. distant water fleets) with increasing IUU

fishing activities. Hence, more efforts are needed for strengthening the ability of the Angolan government and institutions in order to achieve and maintain a sustainable fisheries management. Unless scientific data is transformed into management actions that are relevant, gain legitimacy among users and that are possible to enforce, all management efforts are in vain. There were a number of instances presented where the Ministry based on scientific advice made management regulations with fairly good compliance. The national plan above is a good example where scientific advice provided by INIP is transformed into management plans and actions for the most valuable species.

4.2.3 Findings and conclusions

Although somewhat delayed, the lion share of the activities planned within the field of fisheries management have been conducted with good results. The Norwegian support has been highly relevant and appreciated. The sustainability of the project relates primarily to the availability of, and continuity in capacity building within, human resources as there is still a shortage of highly educated staff within the Angolan institutions involved in fisheries management.

It could be noted that there is a number of staff within management key positions in the Ministry coming from INIP which has given them a solid biological background. It should however be stressed that fisheries management is not a matter of natural science alone but rather an issue of managing human behaviour. The staff will have to broaden their competence in socio-economic areas. Fisheries management is complicated and there are constant challenges to find appropriate instruments that ultimately lead to sustainable utilization of the resources. It is also very much a question of communicating with fishermen and other stakeholders in order to make the management decisions legitimate. Globally, there are various processes and dialogs focusing on finding new methods to improve fisheries management. Therefore, experience from one system could be useful and applicable in another system of fisheries management. On the other hand, one size does not fit all and it is vital to have a capability of applying and develop systems appropriate in each condition and case. Norway might have the best capacity to support Angola in developing the management systems due to the advanced and developed Norwegian fishery. A continued support should proceed with the same components; developing human capacity and assisting, or “coaching”, in elaborating management plans and instruments.

4.3 Surveillance/training of fisheries inspection personal

(Activity 9 Training of Fisheries Inspection Personnel)

Inspection and control of the exploitation of Angola’s fish resources has a high priority. The Ministry of Fisheries has identified a wide range of challenges relating to human and institutional capacity. IUU fishing activities is a serious problem in Angolan waters, as are the growing conflicts between the different categories of fishermen (e.g. conflicts between industrial and artisanal fishermen). Hence, it is important that the competence amongst fisheries inspection personnel is increased.

Angola participated in the regional SADC-EU MCS programme of Fishing Activities aiming at assisting Angola in preparing a MCS plan and to train MCS personnel. The programme, terminating in 2006, provided valuable experiences and assistance to Angola and the DNPPRP (Direcção Nacional das Pescas e Proteção dos Recursos Pesqueiros) as a platform for further development of the permanent national MCS system. Establishing a competent and effective fisheries inspection body is however a long term process, requiring both large investments and human capacity building on all levels to generate necessary understanding on the various aspects of MCS. Angola has at present the basic means in form of vessels, infrastructure and trained staff, but ineffective logistics and bureaucracy limit time at sea, which reduce the operational

experience, especially in terms of cooperation between involved institutions such as surveillance vessels, police, navy, port authorities etc.

According to the Project Document the rationale for this component is that technical competence is crucial in order to ensure enforcement of Angolan Fisheries Law and hence to reduce the illegal, under-reported and un-reported fisheries activities. The objective is to build competence and capacity by training fisheries inspection personnel.

The activities originally included courses for fisheries inspection personnel and trainers in Angola in order to build both general knowledge about the topic and special competence regarding fisheries inspection procedures. The training will be based on manuals and other documentation available under the SADC-MCS programme. Since communication with foreign vessels is important, the activities have included short courses in English for inspectors, administrative staff, and maritime officers in 2007. In addition to the originally planned activities, a ten day visit to Norway for five staff members of SNFPA related to fisheries inspection authorities is planned to take place in 2007. The purpose of the visit is to present Norwegian routines and procedures for Angolan fisheries inspection personnel.

4.3.1 Impact and results

No activities were planned for 2006 but several are scheduled to take place during 2007, hence any measures of impact and results are not relevant. It could be mentioned that the main activity planned to start in 2007; the establishment of fisheries inspection training course, was supposed to take place at CEFOPESCAS (the fisheries training centre in Cacuaco). However, parts of the centre were destroyed during a local flood in Cacuaco in early 2007 that could make it difficult to carry out the activity as planned.

4.3.2 Relevance

The team had little time to examine this topic. However, it was obvious that the planned activities is considered to be of high relevance and prioritised by the Government. The development of the Angolan MCS system is still at an early stage, and there is a growing concern that further progression will slow down after the termination of the SADC – MCS programme.

4.3.3 Findings and conclusions

The government has the means and funds to invest in appropriate technology (vessels, monitoring systems, etc.), but as in other areas examined, human capacity is limiting the further development of the Ministry's plans for functioning MCS-system.

Consolidation is strongly needed, and Norwegian institutions could play a relevant role in contributing to further develop the human capacity building in this field. Continued cooperation and technical assistance may be appropriate to achieve some of the objectives and plans for MCS-development, but lessons should also be learnt from the terminated SADC-MCS programme by exploiting the network established and common experiences throughout the programme period. Institutions in Namibia, South Africa and Mozambique may therefore be relevant for MCS training in the region.

4.4 Artisanal fishery

(Activity 1 Artisanal Fisheries Development)

Artisanal fisheries are important for the food supply as well as for the employment and development of the coastal areas in Angola. Figures indicate that there are about 23,000 – 25,000 artisanal fishermen with a fleet of roughly 4,500 boats, while the number of people directly

dependant and engaged in fishing activities (handling, processing, marketing, etc.) is between 130,000 and 140,000. Catches are mainly demersal species, approximately 30,000 tonnes/year. There are currently 102 artisanal fishing communities along the coast, organised in cooperatives, associations or pre-cooperatives, with an increasing number from south to north. Artisanal fishermen are protected by “The new Fisheries Act” which defines a zone of four nautical miles from the shore reserved for artisanal and subsistence fisheries with boats (mechanized or non-mechanized) less than 14 metres in length.

The development of the artisanal fisheries, under the administration and support of IPA (The Artisanal fisheries Institute) has been given high priority by the Angolan government. In 2000 a national programme was introduced for the promotion and development of the sub-sector. The programme included support to the organization of fishing communities through establishment of small enterprises and cooperatives, investments in production infrastructure landing sites and other facilities, training of extension workers and in management, as well as development of local micro-credit schemes. At present IPA is supporting a number of development projects along the coast:

- Development of artisanal fishing in the Zaire province, funded (loan) by IFAD
- Development of artisanal fishing in the Municipality of Ambriz, funded (grant) by UNDP, BP Amoco and the Angolan Government
- Project for the creation of a number of integrated centres along the coast, funded (loan) by ADB.

In addition, IPA is involved in the rehabilitation of a number of fishery supporting centres in Luanda, N’Zeto and Cabinda in the north, and in Namibe in the south.

FADEPA – the Support Fund for the Development of Artisanal Fisheries is the Ministry of Fishery’s financial tool to support these development projects, either single-handed, or in co-finance with other financial institutions/donors.

In meetings with IPA the team was informed of a current comprehensive three year investment programme which includes distribution of some 400 smaller fishing boats (eight to ten meters) equipped with fishing gear and engines along the Angolan coast. An investment of this scale will generate socio-economic changes in the fishing communities involved. Taken into account the poor infrastructure in many fishing communities and the limited human capacity in terms of management and mechanical skills, the implementation will be a great challenge for IPA, the institution responsible for the programme. The director of IPA expressed this concern to the team.

According to the Project Document, the proposed involvement from Norway to artisanal fisheries development and the objective of the project is to strengthen the management and efficiency of established artisanal fisheries development centres.

The activity is concentrated to the Fishery Centre in Ambriz. This is a part of a fishery – agriculture development programme funded by UNDP, BP Amoco and the Angolan Government involving the construction of fish handling infrastructure such as a fish-landing site, generators, ice-production, freezer, offices and other basic fish processing facilities. One approach is having the Fishery Centre in Ambriz to serve as a model for other fishery centres along the Angolan coast.

In the project document, technical assistance was originally outlined through three Norwegian experts assisting in:

- Training in management and administration of fisheries development centres
- Fishing gear and efficiency evaluation

- Training in fish handling and processing and elaboration of manuals for fish handling and processing

During the stay in Angola the team visited the fisheries centre/cooperative in Ambriz. Considerable investments have been initiated since the project started, both in terms of infrastructure (e.g. ice machine, cooler/freezer stores, fresh fish handling plant, salting plant, mechanical workshop) and in boats and outboard engines. 48 fishermen were members of the cooperative while the same number was on the “waiting list” due to lack of new boats. Women, as often seen in African fishing communities, dealt with fish handling, processing and marketing. The IPA representative and the Management of the cooperative expressed their concern by the fact that catches were low and not at the level of covering operating costs. This was in line with the concern expressed in the 1st Annual meeting, with reference to the sustainability of the project, where a serious mismatch between the fishing capacity and the cost of the onshore facilities has been pointed out. Introduction of more effective fishing gear is needed, and delayed technical assistance in fishing gear development was stressed by the people met in Ambriz.

Another obstacle for further development, especially for the marketing of fish and fish products outside the region, is the weak infrastructure; in particular the extremely bad condition of the main road from Luanda to Ambriz. However, rehabilitation of the main roads is improving rapidly, and the construction of a new road to Ambriz (and further up to Soyo) is planned within the next two years. Once completed this will substantially change the access to new markets for local fish traders, but will also reveal new challenges to the local community, as the socio-economic situation will change.

4.4.2 Impact and results

So far the activities outlined in the project document have not been executed as planned. Implementation of the activities was discussed both in the 1st (Nov. 2006) and the 2nd (Jan. 2007) Annual meeting, where inefficiency and fragile infrastructure at the Ambriz centre was expressed as a major concern. As far as we understand, some of the delay is also due to whether UNDP will continue their support to Ambriz, and how the project should be involved. However, both UNDP and IPA have expressed a strong interest in Norwegian contribution to the Ambriz centre along the same lines as the planned activities.

4.4.3 Relevance

There is no doubt that support to the development of the artisanal fisheries sector is highly prioritised by the Angolan government and regardless of external support they will implement a comprehensive investment programme financed mainly with national funds. The artisanal fisheries will be an important sector for resettlement and development of coastal areas providing employment and important food security in the country.

In many coastal areas this will lead to considerable development and changes. For IPA, responsible for the implementation of the support, this will be a challenge that will require improved management capacity. Norwegian support and expertise, which is clearly wanted, could play a vital role in further developing the Angolan capacity and supporting this development. However, support should not be targeted on isolated technical issues and activities, but rather be reoriented towards improving IPA’s capability of dealing with various issues.

4.4.4 Findings and conclusions

The Norwegian input to the artisanal fisheries, concentrated to Ambriz, has so far been delayed for reasons mentioned above, and planned activities have been postponed. The team strongly recommends these activities to be executed within the project period. Observation in Ambriz and

information given to the team during the visit shows that activity areas such as training and support to the different levels in the administration, and more specific investigations in catch methods and fishing gear development are areas that will strengthen the sustainability of the centre and give it “a push forward” in the short term.

For any future extension of the project, the activity should be refocused, as investments in infrastructure and within the artisanal sector are escalating. Plans for the rehabilitation of roads to fishing communities will be implemented within the next few years, and the government is about to implement a comprehensive investment programme in the artisanal fishing fleet, which will be a great challenge for IPA. The institute will further need to develop their capability both on national and regional level to meet this challenge. The fishing gear development should be refocused from an isolated activity to capacity building and the development of IPA’s capacity to work with fishing gear development.

Intensive infrastructure investments will in the long run create changes and development to coastal communities that will change the socio-economic situation in these areas. Hence, IPA need for human capacity building must include strengthening the social and economic capacity, including profound gender awareness. When using the concept gender awareness in development it should not target women; training courses should include all the IPA staff, as well as members of the cooperatives in order to develop a broad awareness of possible gender aspects and implications in a development process.

4.5 New products and joint-ventures

(Activity 7 New Fisheries Products and activity 10 Joint-venture Industry Facilitation)

Many commercial fish stocks in Angola are heavily, or over, utilized, while some species, e.g. sardinella, remain underutilized. One reason is that the consumption patterns in Angola are limited to a few species. At the same time, by-catches and discards are widespread in some fisheries, especially the shrimp and demersal fisheries, resulting in a poor utilization of the fish caught. Therefore, the focus of this activity is identifying new fisheries products for consumption as well as for non-food products from currently un- or underutilized species. The main objective is to reduce the by-catches in the fishing sector while increasing food supply to meet the increasing demand from both coastal and inland communities, but also to meet the increasing global demand for fisheries products. The project strives to increase the value-added in fisheries products for export and to meet the demand for high-end fisheries products that are currently resulting in an increased import of processed fish.

According to Instituto Nacional de Apoio as Industrias de Pesca (INAIP), the quality of the fish processing undertaken is insufficient. Also, the Angolan processing industry has decreased substantially over recent years.

INAIP requests Norwegian support and experience, as well as an increase in Norwegian companies involved in developing the fish processing sector in Angola. The focus of the new products and joint-ventures activity is boosting both domestic supply and exports. Currently, fish harvested in Angolan waters are predominately processed abroad after which the fisheries products, in some cases, are (re-)imported to the Angolan market.

4.5.1 Impact and results

So far none of the planned activities has been carried out although research has been conducted providing a base for the implementing of the scheduled activities. During 2006, a baseline study of new species for utilization through human consumption and of new fisheries products has been prepared by INIP. It revealed that many of the identified species are of small size which makes them suitable for fish meal. In the light of a growing need for feed for aquaculture, fish

meal production might be a profitable export product for Angola. Furthermore, sardinella is recognized as a species that is underutilized and could be used to increase the export of Angolan fisheries products.

4.5.2 Relevance

According to the Ministry of Fisheries, improving joint-ventures and developing new products has been identified as a priority within the Ministry. Furthermore, private sector development has been identified as a prioritized sector in a “down-sizing” of Norway’s development projects in Angola. Hence, the relevance of the joint-ventures facilitation is thereby clear.

Private investors, other than within the oil industry and larger companies, face a high risk when investing in Angola compared to when investing in other countries. Still there are Norwegian companies are willing to invest in Angola. Stimulating joint-ventures and providing guarantees might reduce the risk and thus spur investments further. The joint-ventures with foreign companies are dominated by Spain.

There is a policy, expressed by INAIP, to balance the cooperation with other countries. An involvement and cooperation with Norwegian companies would bring both technical know-how and could in the long run strengthen the Angolan independence. Thus far there are Norwegian interests in processing pelagic species for feed for the aquaculture industry.

4.5.3 Findings and conclusions

Angola has, as being blessed with one of Africa’s richest fish resources and in the light of both an increasing domestic and global demand for fisheries products, great opportunities for increasing employment, production and profitability within the fisheries sectors.

In doing so, the Ministry of Fisheries has identified the need for bridging with successful companies of other nations with more developed fisheries and a longer history of producing high-end fisheries products for a wider market. Norway can, as a leading fishing nation with advanced know-how, provide support and collaboration with interested companies for mutual gains. This should be seen as a complement to cooperation and support from the INFOSA-office in Windhoek.

Further development of the Angolan fisheries processing sector will be highly dependant on the functioning of the infrastructure, which at present is very poor. The Angolan government is currently launching efforts for repairing roads and other infrastructure in the interior and along the coast; in particular in the region of Benguela and Namibe where the fish processing industries are concentrated. However, the review team has been informed that only half of the proposed infrastructure projects are being implemented.

4.6 Environment

(Activity 2 Oil-Fish-Environment and activity 8 Environmental Impact Assessment)

This is a cross sectorial initiative, with the involvement of the Ministries of Petroleum, Fisheries, and Environment and Urbanism.

Oil-Fish-Environment

As described in the Project Document, the overall objective of this activity is to implement the national marine monitoring plan. In order to achieve this objective two main activities were programmed. The first one, planned for 2006, focused on building competence and capacity in relevant institutions, including carrying out monitoring surveys, analysing samples and produce technical reports and advice to authorities. The second activity was the elaboration of a monitoring plan and draft legislation for the petroleum industry using the Norwegian monitoring

plan as a reference. The efforts under this activity are being coordinated with the inputs of the Norwegian Petroleum Directorate (OD) and the Pollution Control Authority (SFT) in Norway.

Environmental impact assessment

As the Review Team was informed, the oil companies in Angola are contracting experts to carry out Environmental Impact Assessments (EIA) for several purposes. However the capacity to evaluate EIA's through Angolan specialists is still very weak. Hence, this activity aims at training personnel at the Ministry of Fisheries, the Ministry of Petroleum (MINPet) and the Ministry of Urbanism and Environment in order to develop the capacity of assessing and evaluating EIA's.

4.6.1 Impact and results

The planned training courses in EIA has not yet been carried out but are planned for fall 2007. The EIA training will be very important as the expansion of the Angolan economy causing new developments to take place along the coast. The Angolan Ministry personnel should be able to evaluate the required EIA of the progress, especially near fragile and sensitive habitats.

Activity 2 had been carried out in cooperation with the Nansen project and the Benguela and Guinea Current large Marine Ecosystem. The Ministry of Petroleum and the oil companies were involved at the preparation phase in order to identify the appropriate survey area.

The progress of this activity area will largely depend on a better communication and coordination among the stakeholders; in particular it will depend on the elaboration of legislation and the elaboration of the draft contingency and monitoring plan. The results of the cruises should not only be used for purely scientific uses, but should be translated into management recommendations.

4.6.2 Relevance

The expanding oil industry in Angola is bringing wealth and revenues to the country and is today the main driving force in the fast growing economy. However, the oil exploration is also causing threats to the environment, thereby jeopardizing the conditions for fish reproduction and other natural values.

Norway, as both a leading fishing nation and an oil producing country with offshore exploration, has developed a model and a system of coexistence between different users of the sea which is highly relevant to the Angolan situation. The fact that Norway also has a programme for supporting the oil sector opens up possibilities for cooperation and creating synergies. Developing a mutual understanding and a system for dialog and monitoring must be seen as a process that will need to be supported for some time.

Taking into consideration that the Angolan oil industry is dominated by a number of international oil companies, it is vital to develop an independent national capacity to evaluate the relevance of the presented EIAs.

4.6.3 Findings and conclusions

Oil exploration and fishing are main players in exploring the sea and the Angolan coast. However, in the expanding Angolan economy there are a number of activities that might pose a threat to sensitive coastal waters and thereby jeopardize coastal environment. Today the majority of the Angolan economy is concentrated on the coastal areas exerting pressure on, and not always adopting to, coastal environmental conditions. As an example of the increasing precarious situation of the coastal areas of Angola, the review team was informed of plans for a new port for Luanda in Barra do Dande. With this perspective the EIA should broaden to include a component of coastal zone management which would strengthen the capacity of the Ministry of Environment to manage these areas in a sustainable and integrated manner.

When working with multinational oil companies in Europe and the US, the market and consumer behavior plays an important role in putting pressure on the companies to comply with regulations and to take environmental considerations into account. There has been publicity and attention on the oil exploration in Africa which has made the companies sensitive. Much of the Angolan oil is exported to the European and US. It could therefore be relevant for the Ministry of Petroleum to develop an awareness of the above mentioned actors.

4.7 Project administration

(Activity 6 Project Coordination and Implementation, activity 11 Project Steering Committee and activity 14 Annual Meeting)

The objective for the activity Project Coordination and Implementation is an effective project implementation. The component mainly consists of a Chief Technical Advisor (CTA) responsible to assist the Ministry of Fisheries in the implementation of the project activities.

The CTA should, in close cooperation with the Angolan counterparts, facilitate an effective communication with Norad and the Norwegian Embassy, CDCF/IMR and other Norwegian institutions and industry. Other responsibilities include preparation of progress reports, financial statements and the organisation for Project Steering Committee meetings. Apart from being an entirely project administrative function the CTA will provide on-the-job training in project management and administration.

The objectives of the Project Steering Committee (PSC) is to hold semi-annual meetings for planning of project activities, to prepare work plans and budgets as well as to prepare progress reports to be submitted to Norad for approval. The PSC function as an operational board and a forum for discussing efficiency, effectiveness and problems for the implementation and possible needs for adjustment of the activities.

Annual meetings were not originally planned but were included after the inception revision. The objective is to undertake the overall Project management and to review, discuss, and if necessary revise the work plans and budgets proposed by PSC.

4.7.1 Impact and result

The project was for various reasons delayed and did not really start until late 2005. The CTA was posted in Luanda from March 2006 with an interruption from mid-June to mid-November for paternity leave. Although absent from Angola, the CTA and the staff at IMR monitored/conducted follow up of the project tasks while based in Norway. There has been planned PSC-meetings in Luanda in June and December 2006. In 2007 there was a PSC meeting in January directly followed by an Annual Meeting.

The PTA has elaborated progress and financial reports for 2005 and 2006, and work plan and budget for 2007.

During this period the CTA has provided technical ad-hoc advice to INIP and participated in several regional meetings hosted by INIP. Considerable effort has been spent on an activity outside the Project (funded in full by INIP/ MINP) on implementing a trawl selectivity device (Nordmøre grid) in the Angolan shrimp trawl fishery, which has resulted in a specific management decision.

4.7.2 Relevance

It is to some extent misleading to present the role and function of CTA, the Project Steering Committee and the Annual Meetings as being separate to the other project activities. Apart from the technical assistance provided by the CTA these are mainly project administrative functions and conditions for implementing the project activities. According to table 1 below, the costs for these functions have been very high; 25 percent of the total costs in the initial budget, 37 percent in the revised budget and 43 percent in actual funds spent during 2005 and 2006. The main reason for this escalation could be referred to the delay in implementation of the project activities, mainly the support to artisanal fisheries. One could argue that the cost should be seen broader including the Angolan contribution. Considerable time was also spent on the project for developing selective grids for shrimptrawls which was funded by the Angolan side.

The bulk of the costs refer to the costs for the CTA. The cost must be reduced by the share of the CTA's technical assistance work (i.e. on-the-job training and ad-hoc advice). However it is hard to quantify the level.

According to the initial plan the CTA function will terminate in May 2007. There are plans however, to share the CTA function with the Norwegian support to petroleum industry which will reduce the costs considerably.

There is a clear need to have some form of coordination function. Despite the fast development in Angola there are still basic practical logistical functions that for some time need to be supported. There is also a need to assist in adopting technical input into a broader development context.

It is hard to assess the advisory performance by the CTA. There seemed to be a good cooperation and a confidence where the advisor is involved in various daily issues within the Ministry however with a focus on the work of INIP. The representatives of the Ministry clearly expressed their gratitude and appreciation of the cooperation and the performance of the advisor.

4.7.3 Findings and conclusions

At first glance, an analysis of the performance thus far gave the impression that the planning had not been appropriate and thereby had to be revised. However, as the project start was delayed and circumstances changed, the project had to be adjusted. Subsequently the project approach and planning process could be criticized rather than the actual planned activities. Unfortunately, the justification and objectives for the planned activities have not always been clear in the project documents even when the activities have been justified. However, the reporting and financial statements presented by IMR have been clear and relevant.

There is a need to redesign the planning approach; directing it towards what should be achieved rather than what should be done (i.e. the planning approach should be goal/achievement oriented rather than output oriented). The development and the needs in Angola are changing rapidly which require a better adaptation between planning and implementation. The Review Team proposes a sector support with a budget frame based on clear objectives of desired development for each of the proposed target areas: *research, surveillance artisanal fishery, new products and joint ventures, and environment*. If possible there could be a common budget with indicative budgets for each area. The planning process should be flexible, the project steering committee

could continue as at present planning, preparing and following up the work. Approval and budgets for each activity will be agreed on at the annual meeting. This will enable Angola to, in a flexible manner draw on Norwegian expertise and to have a form of coaching in its development process which would be of value for the Angolan side.

5. Recommendations regarding priorities and budget

Considering the importance of the proposed activity areas, a budget of 9 million NOK could be considered reasonable. If there is need for budget prioritizing there are various approaches or alternatives:

- As the cost of project administration is proportionally high the coordination should be looked over. There are plans to combine the CTA with the support to the petroleum sector, thereby reducing the costs through synergy effects. It could be considered to have a CTA as a short term consultant concentrating strictly on planning while in Angola or to further enhance the planning part through shorter periods with consultants. The latter alternative will require some form of local service arrangements for consultants.
- Priority among the proposed target areas – to delete or limit activities within one area. A priority list is suggested as follows
 1. Fishery management and research (to make use of established cooperation and knowledge)
 2. Environment (to best utilize the synergies with the support to the oil sector)
 3. Artisanal (an ongoing comprehensive investment program where support could be crucial and extremely useful)
 4. Surveillance (no activities thus far but proposed activities will broaden the capacity)
 5. New products and joint venture (development activities in an early stage that could have alternative finance).
- Priority of activities – within each target area select the highest prioritized activities and let the annual meeting decide the priority among them. This will open up for Angola to finance activities with own funds.

The Review Team would recommend a combination of the first and latter alternative.

Table 1 Budget and expenditures

	Approved budget	Initial budget 2005-2006	Revised Budget 2005-2006		Costs	Balance	Budget 2007		
1 Artisanal Fisheries Development	1 113 000	500 000	50 000	1 %	44 475	1 %	5 525	500 000	11 %
2 Oil-Fish-Environment	1 290 000	1 300 000	1 300 000	24 %	881 052	20 %	418 948	300 000	6 %
3 Training course in Fisheries Management	1 132 000	1 250 000	1 130 000	21 %	1 137 220	26 %	-7 220		
4 Fisheries Management Plan and Action Plans	393 000	400 000	400 000	7 %	104 288	2 %	295 712	300 000	6 %
5 Research-Management linkage	407 000	400 000				0 %		250 000	5 %
6 Project Coordination and Implementation	2 050 000	1 820 000	1 740 000	32 %	1 578 434	36 %	161 566	900 000	19 %
7 New Fisheries Products	288 000	390 000				0 %		310 000	7 %
8 Environmental Impact Assessments (EIA)	790 000	800 000	200 000	4 %		0 %	200 000	600 000	13 %
9 Training of Fisheries Inspection Personnel	423 000	200 000				0 %		350 000	8 %
10 Joint-venture Industry Facilitation	746 000	840 000				0 %		600 000	13 %
11 Project Steering Committee	208 000	200 000	113 000	2 %	148 488	3 %	-35 488	150 000	3 %
13 Inception workshop	160 000	325 000	321 000	6 %	320 312	7 %	688		
14 Annual Meeting		155 000	122 000	2 %	121 943	3 %	57	100 000	2 %
15 Contingencies								303 788	7 %
	9 000 000	8 580 000	5 376 000		4 336 212		1 039 788	4 663 788	

Annex I List of Documents

- Project document Fisheries sector development Angola 2004-2005. A cooperation project between. Ministry of Fisheries, Luanda and Centre for Development Cooperation in Fisheries, Bergen. *Ministério das Pescas República de Angola*.
- Narrative work plans and budget for 2005 and 2006. Fisheries Sector Development Project Angola-Norway 2005-2007. *Centre for Development Cooperation in Fisheries, Norway and Ministry of Fisheries, Angola* Revised December 2005
- Fisheries Sector Development Project Angola – Norway 2005-2007 – Progress Report January 2007 –*Centre for Development Cooperation in Fisheries, Norway and Ministry of Fisheries, Angola*
- Fisheries Sector Development Project Angola – Norway 2005-2007 – Progress Report 2006 –*Centre for Development Cooperation in Fisheries, Norway and Ministry of Fisheries, Angola*
- Oil, Fish and Environment, Proposed Framework for Multisector Institutional Support to Development Countries
- Fiskerifaglig vurdering av Bevlingsdokument og projektoppsummering utarbeidet av den norske ambassaden i Luanda og oversendt pr e-pot till Norad 6 april 2005.
- Marine environmental survey of bottom sediments in Angola North. Vassedem, Gisle (2006). UNIFOB AS SAM (section oA f pplied Environmental Research, Norwat)
- Overview and Analysis of Socio-economic and Fisheries Information to promote the Management of Artisanal Fisheries in the BCLME Region. Draft Final Report Angola, prepared by Duarte Agostinho, Artisanal Fishing Institute of Angola. 2004.
- Review and Appraisal Fisheries Cooperation Angola – Norway 2004-2005

Annex II Terms of Reference

Terms of Reference Review of AGO-2528 the Norwegian assistance to fishery sector in Angola

1. INTRODUCTION AND BACKGROUND.

Angola and Norway have had a collaboration within the fishery sector since “Nansen programme” (NP) in the 1980ies. Angola has also benefited from the Benguela Environment Fisheries Interaction and Training (BENEFIT), as well as bilateral collaboration. Due to reorganising of the bilateral collaboration, a sector programme within the fishery sector was not considered feasible. In 2005 it was decided to carry out a Fishery Sector Development project for Angola for 2005-2007, with a grant up to NOK 9 mill from the NORAD’s funds for Institutional Collaboration, 161.73. The Institute of Marine Research, IMR, is the cooperation partner for Angola, as well as the Agreement partner for Norad.

The overall project objective is to strengthen technical, managerial and scientific capacity in prioritised areas in order to promote ecological and environmental sustainable aquatic resource utilisation and viable economic fisheries sector development in Angola.

In the Appropriation Document it was decided that the following the Project should consist of the following projects:

Artisanal fisheries development
Oil, fish and environment
Education and training of fisheries personnel
Management Action Plan
Research – management linkages
Project co-ordination and implementation
New fisheries products
Environmental impact assessments
Fisheries inspection training
Joint-venture industry facilitation
Project Administration
Auditing

The Project is now in its final year. It has been discussed to prolong activities in some of the components for another two to three years.

2. PURPOSE

The main purpose of the midterm review is to assess the progress and achievement on the implementation of the project according to the intended goals, objectives and expected results. The Consultant will also have to address any impact project-related and external factors may have had on the execution of the programme.

Based on the findings above, the Consultant will give possible advices for improvements in the current Project, sustainability of components suggested, and regarding possible extension of some of the components.

With reference to previous reviews of cooperation with Angola through the NP, the Consultant should also assess how the NP and BENEFIT has been beneficial to Angola, and discuss how Angola can continue with processes that have been carried out through NP and BENEFIT.

3. SCOPE OF WORK

The Consultant shall:

- a. Assess the efficiency of the implementation of the activities, related to the expected specified outputs in the Agreement
- b. Where possible and based on the Project Document (PD) assess whether results have been achieved and if not achieved why they have not been achieved
- c. Assess progress related to plans for the Project
- d. Assess the effectiveness of the Project i.e. to measure how economically resources/inputs (funds, expertise, time etc) are converted to outputs
- e. Assess of the institutional performance of IMR, technically as well as with special consideration of reporting, financial management and control;
- f. Assess critical issues (risk management)
- g. Assess gender issues in the Project
- h. Assess anti-corruption measures, and discuss possible consequences of this
- i. Assess HIV/AIDS as a cross cutting issue in the Project.
- j. Assess the institutional framework, the collaboration. Between IMR and MINP, and the “ownership” to the Project from the Angolan-side.
- k. Clarify the possible support from other donors and how that support is co-ordinated with the support from Norway;
- l. Assess the sustainability of the work that has been generated through the Project.
- m. Discuss and give advice for possible improvements and extensions of some of the components in the current Project.
- n. Assess and discuss results and experiences from the NP and BENEFIT
- o. Assess possible impact for “research based management” (forskningsbasert forvaltning), as result from BENEFIT and NP.

4. IMPLEMENTATION OF THE REVIEW

The review will consist of a study based on existing information and interviews and discussions with relevant authorities, institutions and stakeholders in Angola. The consultants will outline their approach and methodology for the review in the report.

The team of consultants shall acquaint themselves with the existing contractual arrangements and plans for the project and the reporting related to the Agreement.

Information may be sourced from the Project Document, the Appropriation Document, the Agreement, and Annual Reports. Information shall also be sourced through meetings with the various relevant stakeholders, beneficiaries, MINP, MINPET, INIP etc., the Embassy, IMR, etc. Field visits may also be part of the review.

The division of responsibility within the team shall be decided upon by the team. The Embassy shall assist in logistic arrangements. MINP with assistance of IMR shall arrange the necessary meetings for the team in Angola.

5. TIME FRAME AND REPORTING

The review shall take place during June 2007.

A draft report in English language shall be presented electronically to Norad before 30 June 2007. Possible comments from The Embassy and/or Norad shall be given within 4 weeks after the submission of the draft report. The Final report shall be submitted electronically within 10 days after submission of comments from the Embassy/Norad. The report, excluding executive summary and annexes, shall not exceed 15 pages.

Annex III Programme and persons met

Time	Content and participants
Tuesday 05.06	0700: Arrival Luanda airport 1130: Evaluating team meets to settle programme, logistics, etc.
Wednesday 06.06	0900: Meeting at the Royal Norwegian Embassy, Luanda: <i>I.Secretary Håvard Hoksnes</i> 1100: Meeting at Institute of Fisheries Investigation <i>Mr. Nkosi Luyeye, Biologist Deputy Director INIP</i>
Thursday 07.06	0900: Team meeting at INIP 1100: Meeting at INAIP, Luanda: <i>Director Maria Filomena F. da Mata</i> 1330: Short visit to the Fishing port of Luanda
Friday 08.06	0600: Departure for Ambriz, visit to Fisheries cooperative/UNDP project. Meeting with: <i>Augustinho Duarte, General Director IPA</i> <i>Francisco Joaquin Antonio, Coordinator UNDP project</i> <i>Gomes Boma, President fishermen's cooperative Ambriz</i> <i>Manuel Paolo Castelo, Community activist.</i> 1430: Return to Luanda
Monday 11.06	1100: Meeting with representative for the company Anoma Ltd. Luanda. <i>Mr. Jon Klepsvik</i> 1500: Meeting at INIP, Ilha de Luanda: <i>Dra. Francisca Alberta Delgado, Director</i> <i>Diolobaka Ndobele, Coordinator Int. Cooperation</i> <i>Bjørn E. Axelsen, Technical Adviser to the Ministry (MINP)</i>
Tuesday 12.06	1000: Meeting at IPA: <i>Mr. Augustinho Duarte, General Director</i> <i>Mrs. Angelica Augusto, Deputy Director</i> <i>Mr. Iaracio Raquel, Chief of Department for Project Studies</i> 1500: Meeting in the National Ministry of Fisheries: <i>Dra. Antonia Nelumba, National Director</i>
Wednesday 13.06	1100: Meeting in the National Ministry of Petroleum. <i>Mr. Manuel L. Xavier Jr. Head of Environment Department</i> <i>Dra. Ema Gomes, Advicer</i> <i>Mrs. Maria Isabel S. Valentim, Technical Advicer</i> <i>Mr. Halvor Musæus, Royal Norwegian Embassy</i> 1430: Working on report, INIP office
Thursday 14.06	0930: Working on report, INIP office
Friday 15.06	1000: Meeting at the Ministry of Fisheries. <i>Team leader meets Vice Minister Dra. Victoria Barros Neto.</i> 1200: Meeting – presentation by the team of findings and conclusions at the Royal Norwegian Embassy <i>I.secretary Håvard Hoksnes</i> <i>Mr. Halvor Halvor Musæus, Counsellor</i> 1630 Meeting at INIP presentation/discussions of findings/conclusions <i>Diolobaka Ndobele, Coordinator Int. Cooperation</i> <i>Bjørn E. Axelsen, Technical Adviser to the Ministry (MINP)</i> 1800 Debriefing
Saturday 16.06	Leaving Luanda

