

MANUAL IN PROJECT PLANNING AND BUSINESS DEVELOPMENT FOR SMALL-SCALE FISHERS

VOLUME 1

Applying for the SeyCCAT Blue Grants Fund

DEPARTMENT OF BLUE ECONOMY (SEYCHELLES)





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Fisheries & Marine
Consultancy Services

The manual was prepared by Fisheries and Marine Consultancy Services (FMCS) in collaboration with GSM Partners and Akira Solutions.

MAXANI
SOLUTIONS THAT INSPIRE

Graphics design and layout my MAXANI.

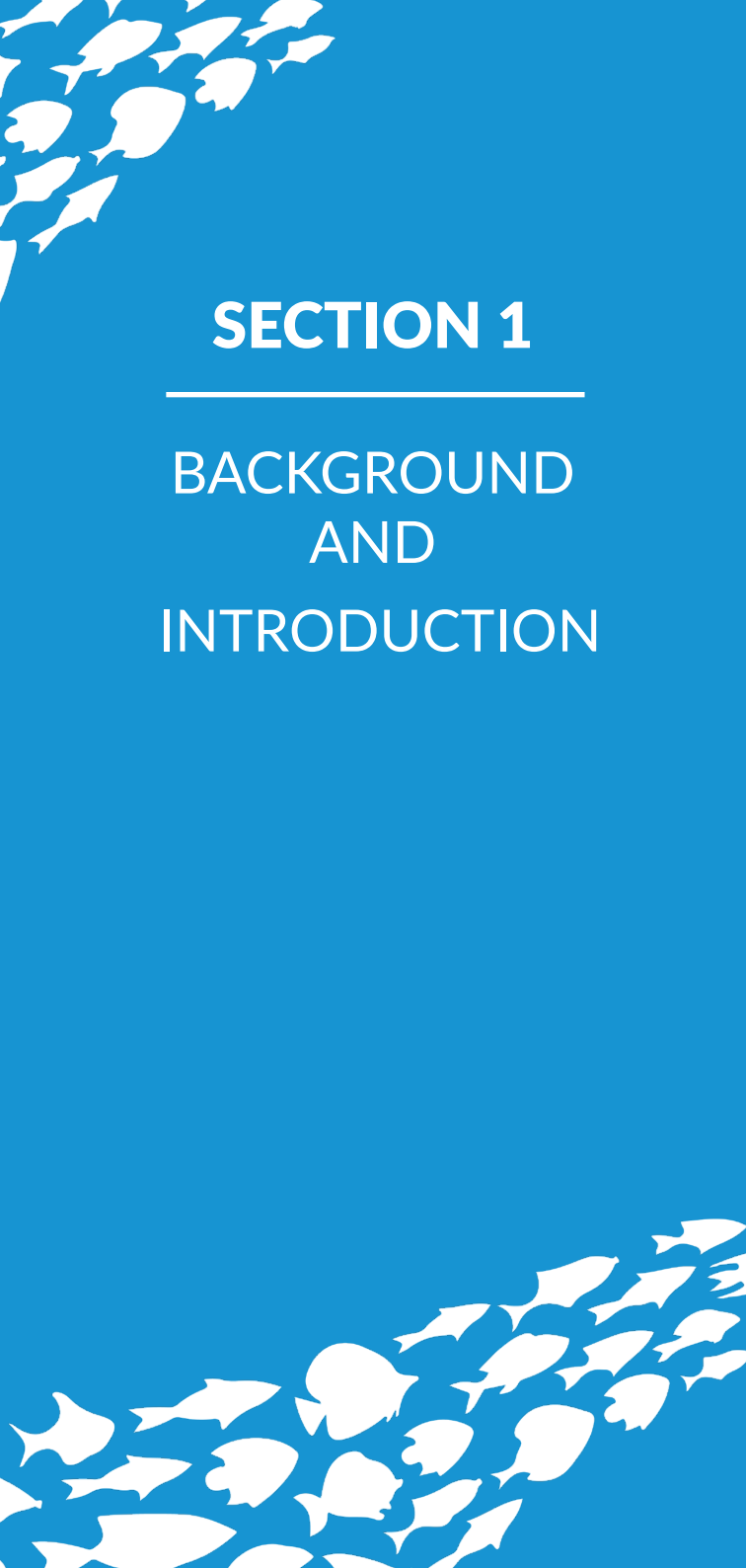
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2020

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SECTION 1

BACKGROUND AND INTRODUCTION

Introduction to the Training Manual

The preparation of this Manual on Project Planning and Business Development for Small-Scale Fishers is financed by the Third South West Indian Ocean Fisheries Governance and Shared Growth Project (SWIOFish3). The manual will be used as part of a capacity building program to build the business planning and development capacities of small-scale fishers and related organisations of Seychelles, enabling them to:

- a. Actively secure new “blue financial” assets made available in the form of the Blue Investment Fund (BIF) administered by the Development Bank of Seychelles (DBS) and Blue Grants Fund (BGF) of the Seychelles Conservation and Climate Adaptation Trust (SeyCCAT);
- b. Engage in sustainable fisheries business model developments that create value addition
- c. Ensure accurate tracking of project successes and challenges, and
- d. Enable the development of effective internal and external knowledge management and communication strategies.

The manual is produced in two volumes. Volume 1 is targeted at capacity building for the SeyCCAT BGF applications while Volume 2 is targeted at capacity building for the DBS BIF application. It is accompanied by a pedagogic guide for training delivery and Power Point presentations.

The training manual covers a wide range of topics in project proposal preparation for the small-scale fisheries sector such as project identification, Principles of Investment in Sustainable Wild Caught Fisheries, defining project objectives, outputs and outcomes, financial planning, budget preparation, marketing, project implementation, monitoring, evaluation and reporting. The Third South West Indian Ocean Fisheries Governance and Shared Growth Project (SWIOFish3)

The SWIOFish3 Project

The Third South West Indian Ocean Fisheries Governance and Shared Growth Project (SWIOFish3) is a six year (2017 – 2023) project being implemented by the Government of Seychelles (GoS). Its aims are to support the GoS in achieving its dual objective of marine resources conservation and sustainable expansion of the seafood value chains.

The project development objective of SWIOFish3 is to improve management of marine areas and fisheries in targeted zones and strengthen fisheries value chains in Seychelles. The project is being implemented through 4 components, namely:

- **Component 1:** Expanded sustainable-use marine protected areas;
- **Component 2:** Improved governance of priority fisheries;
- **Component 3:** Sustainable development of the blue economy,
- **Component 4:** Project management and coordination.

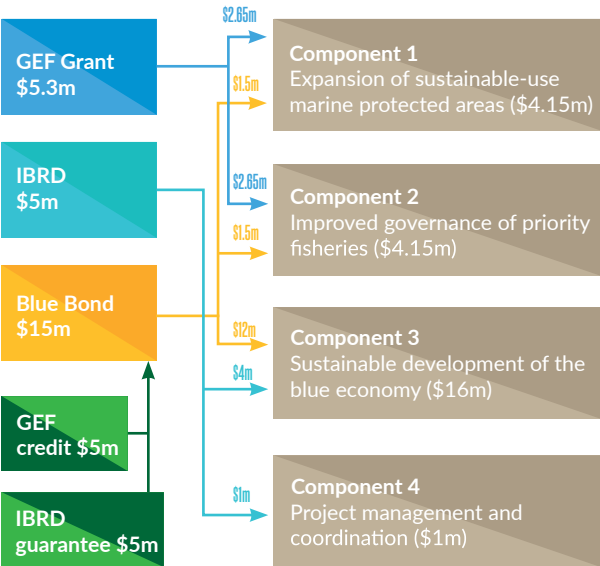
The consultancy “Capacity Building in Project Planning and Business Development for Small-scale Fishers” under which this manual is being produced is an activity of Component 3.



SWIOFish3 Financing

SWIOFish3 is financed primarily by the World Bank (WB) and the Global Environment Facility (GEF) and form part of the WB’s regional fisheries program for East Africa and neighboring island countries known as the South West Indian Ocean Fisheries Governance and Shared Growth Program (SWIOFish), which has an investment of US\$215.5 million with US\$100 million in the pipeline. The project is further financed by proceeds of the Blue Bond (through the Blue Grants Fund and Blue Investment Fund) issued in 2018 by the Government of Seychelles to private investors.

SWIOFish3 project activities are financed using proceeds from (i) a US\$5 million loan from IBRD; (ii) a US\$5.29 million grant from the GEF; and (iii) a US\$ 15 million Blue Bond placement supported by a US\$ 5 million IBRD guarantee and a US\$5 million concessional loan from the GEF Non-Grant Instrument Pilot).



SWIOFish3 Project Coordination

The SWIOFish3 project is coordinated and implemented jointly by:

- The Ministry of Finance, Trade Investment and Economic Planning (MFTIEP)
- The Department of the Blue Economy in the Office of the Vice-President,
- The Ministry of Fisheries and Agriculture (and Seychelles Fishing Authority),
- The Ministry of Environment, Energy and Climate Change (MEECC),
- The Development Bank of Seychelles (DBS) and,
- The Seychelles Conservation and Climate Adaptation Trust. (SevCCAT).

Positioning



Coordination



Blue Finance

Blue Finance is a source of funds for Seychellois who want to invest in the transition to sustainable fisheries. Through it objective, Blue Finance will be a vehicle for promoting and finance sustainable fisheries, ocean protection and the Blue Economy.

Vision

Blue Finance vision is for the Seychelles' ocean to be teeming with life, and fisheries safeguarded for this and future generations.

Mission

Blue Finance's mission is to finance fisheries related projects and businesses that are committed to transform the Seychelles fisheries sector to a sustainable basis. Sustainable fisheries' is to provide social, economic and cultural growth for our present and future needs, while also conserving fish populations and their habitats and ecosystems.

There are two sources of blue finance which is available for investors in the small-scale fisheries and the small-scale fisheries value chain. These include the SeyCCAT Blue Grants Fund (BGF) and the DBS Blue Investment Fund (BIF).



Blue Grants Fund (BGF)

The mission of SeyCCAT's BGF is to invest in ocean stakeholders to generate new learning, bold action and sustainable blue prosperity in Seychelles.

Two types of grants exist:

- Small-medium grants up to SCR 100,000 with maximum period of implementation of 1 year. Application for these small-medium grants require the preparation and approval of a concept note.
- Large grants between SCR 100,000 and SCR 1,000,000 with maximum period of implementation of 2 years. Application for the large grants is done in a two stage process, starting with the preparation of a concept note. After review of the concept note by SeyCCAT fundable projects are requested to submit a full proposal.

Accessing the Grants

There is usually one cycle of grant application per year through a Call for Proposals issued by SeyCCAT. These calls are usually published in local newspapers, on the social media and other forms of traditional media. Word of mouth is also used extensively to let possible applicants know about the Call for Proposals. The project application can be made either in English or Creole. Application forms and budget templates can be obtained online at

<https://seyccat.org/how-to-apply/#how-to-apply>

BGF Objectives



Support new and existing marine and coastal protected areas and sustainable use zones



Empower the fisheries sector with robust science and knowhow to improve governance, sustainability, value and market options



Promote the rehabilitation of marine and coastal habitats and ecosystems that have been degraded by local and global impacts



Develop and implement risk reduction and social resilience plans to adapt to the effects of climate change



Trial and nurture business models to secure the sustainable development of Seychelles Blue Economy

CROSS-CUTTING THEMES

Research and development
Management and implementation
Policy and advocacy
Education, training and outreach

Who can apply for BGF?

The BGF is open to:

- Any locally-registered NGO
- Businesses (Must have Seychellois majority ownership)
- Parastatal organization
- Government agency
- Citizen of Seychelles.

All applicants must have legally existed and operated in the Seychelles for a minimum of one year.

Climate Change
Adaptation

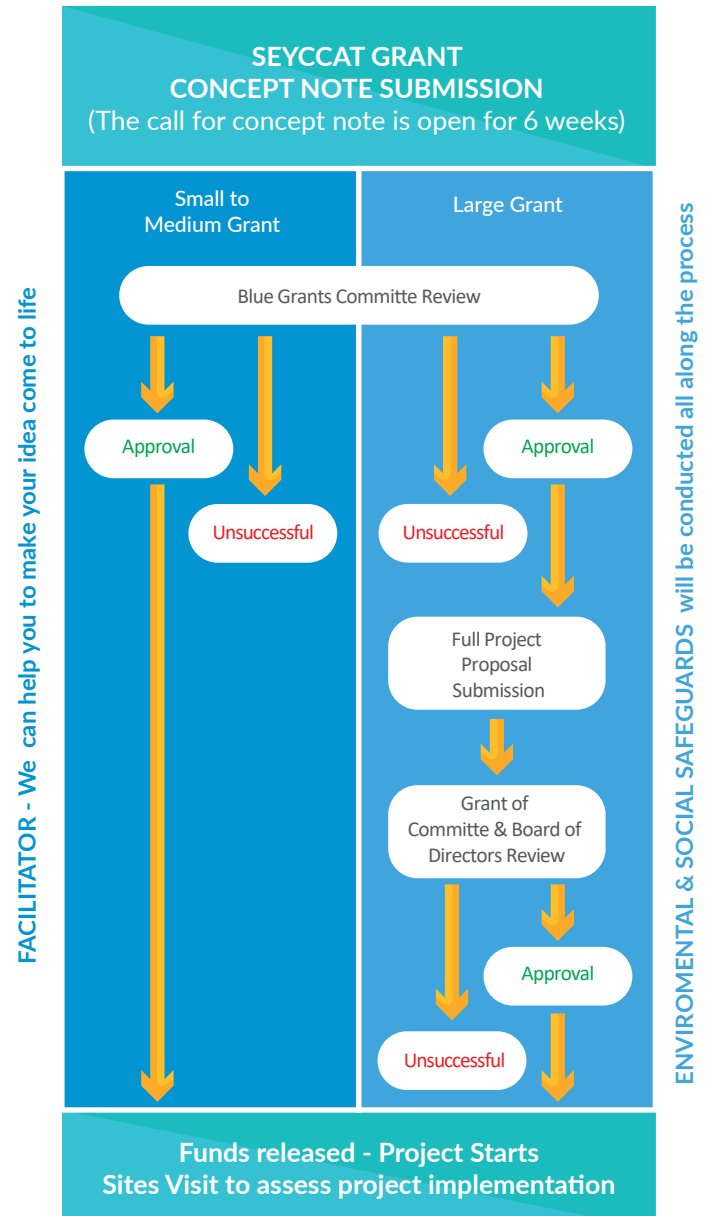
SEYCHELLES CONSERVATION
AND CLIMATE ADAPTATION TRUST

SeyCCAT



Biodiversity
Conservation

BIF application process



Transition to Sustainable Fisheries

The Seychelles is facing increasing evidence that the ocean's natural capital is being depleted as a result of unsustainable economic activity including fisheries. The natural capital of the ocean includes its geology, soil, water and all living things.

A transition to sustainable fisheries is vital for ensuring that we continue to enjoy social, economic and cultural benefits from our natural capital.

Sustainable fisheries will provide for our present and future needs, while also conserving fish populations and their habitats and marine ecosystems. Securing the rights of fishers to access fisheries resources is a key element in achieving sustainable fisheries.

Why do we need a transition to sustainable fisheries?

- The fisheries sector is a major pillar of Seychelles economy.
- 17% of the total population is employed in the fisheries sector.
- 96% of goods exported are fish and fish products.
- Fish is critical to our diet with Seychelles consuming approximately 57 kg per person each year, which is among the world's highest.
- Our local diet is shifting from fish to less healthy sources or protein, which can lead to nutrition and health issues, including obesity and diabetes.
- In addition to food security, fisheries is a key contributor to cultural identity, tradition and other aspects of wellbeing in society.

- The fishing fleets have continued to grow and now exceed sustainable levels.
- The main fish stocks have declined by more than 60% in the last three decades, which has resulted in a loss of income for fishers

A **fishery** is an activity leading to harvesting of fish. Legally a "fish" can mean any aquatic plant or animal with the exception of birds. For example, there can be a fishery for sea cucumber, sponge, seaweed, shells, etc...

Fish stocks have to be rebuilt through fisheries management plans and the livelihoods of fishers that depend on them secured.



Defining a fishery

What are the different categories of fisheries?

Fisheries are usually classified in 4 categories: subsistence, recreational, artisanal or industrial.

Fisheries are usually composed of 3 main components:

- the resource and its surrounding ecosystem
- resource users
- governance and management

Fisheries governance and fisheries management is usually what tries to limit the impact of the resource users on the resources and surrounding ecosystem to achieve fishery management objectives, which may be ecological, social, economic or cultural.



Fisheries management?

Fisheries management is the activity of protecting fishery resources so that sustainable exploitation is possible.

Fisheries management is based on fisheries science. Fisheries science have many sub-disciplines including: oceanography, marine biology, ecology, population dynamics, economics, law, meteorology.

Very complex but can be simplified.

Purpose of fisheries management

The purpose of fisheries management is to ensure that catches from a fish stock are ecologically sustainable in the long-term and benefits to fishers and communities are maximized.

In fisheries management, it is really human action which is being managed.

Management objectives

There are different reasons why fisheries are managed. The reasons are usually political in nature and include:

- maximize sustainable biomass yield
- maximize sustainable economic yield
- secure and increase employment
- secure protein production and food supplies
- increase export income

These objectives can often conflict with each other.

Ensuring
Sustainability

Determining the size and status of fish stocks

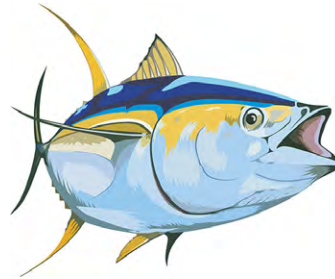
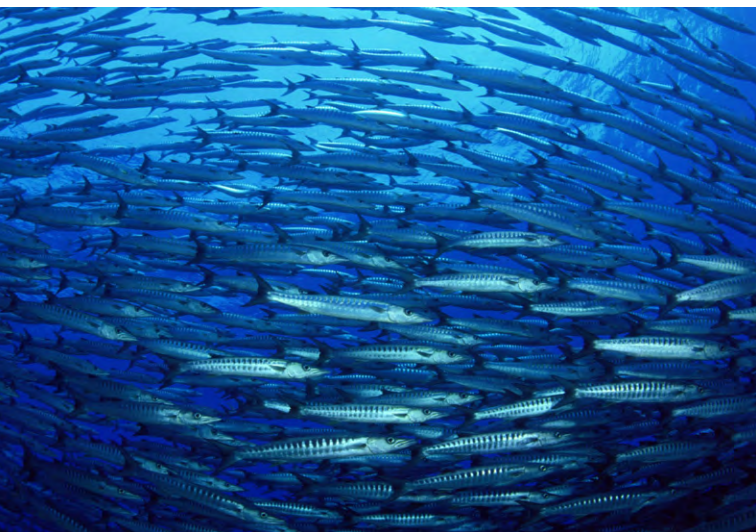
The positive effect of fisheries management on fish stocks can be assessed by the monitoring of fish stocks through time using standardized approaches.

There are two main groups of approaches used to monitor fish stocks known as (1) fishery dependent and (2) fishery-independent techniques.

As the name suggest fishery dependent techniques rely on data that are collected in the fishery. Such type of data include things such as catch (weight, abundance), catch per unit effort, length frequency, etc. Such data can be used to estimate the annual fishing mortality rate. This is an indicator of the proportion of the stock that is removed by fishing during the year which can be compared with values considered sustainable.

Fishery-independent techniques rely in data that are collected on the fish stock outside of the fishery. This includes data collected through underwater visual census, underwater video, acoustic surveys, experimental fishing, among many other techniques.

Each techniques have its advantages, disadvantages and inherent biases.



A management measure yielding positive impact is on which leads to the growth of a fish stock. However, rate of growth of the stock will determine if the measure is being effective or not. While management measures may lead to positive impacts on the stock if the rate at which the stock can grow is too low the measure would be classified as not being effective.

Note that stock biomass can increase as a result of:

- **Recruitment** (new fish entering the stock by the process of reproduction)
- **Growth** (individual fish putting on body weight)

Conversely, stock biomass can decrease as a result of:

- **Natural mortality** (fish dying of natural causes, e.g. being eaten by predators)
- **Catch** of the fishery (what man takes from the stock as catch or yield).

Hence for a fish stock biomass to grow:

$$\text{Recruitment} + \text{Growth} > \text{Natural Mortality} + \text{Catch}$$

As it is much more difficult to influence recruitment, growth and natural mortality stock biomass can be more effectively controlled by increasing or decreasing catch. Fisheries management is thus about controlling catch.

How are fisheries managed?

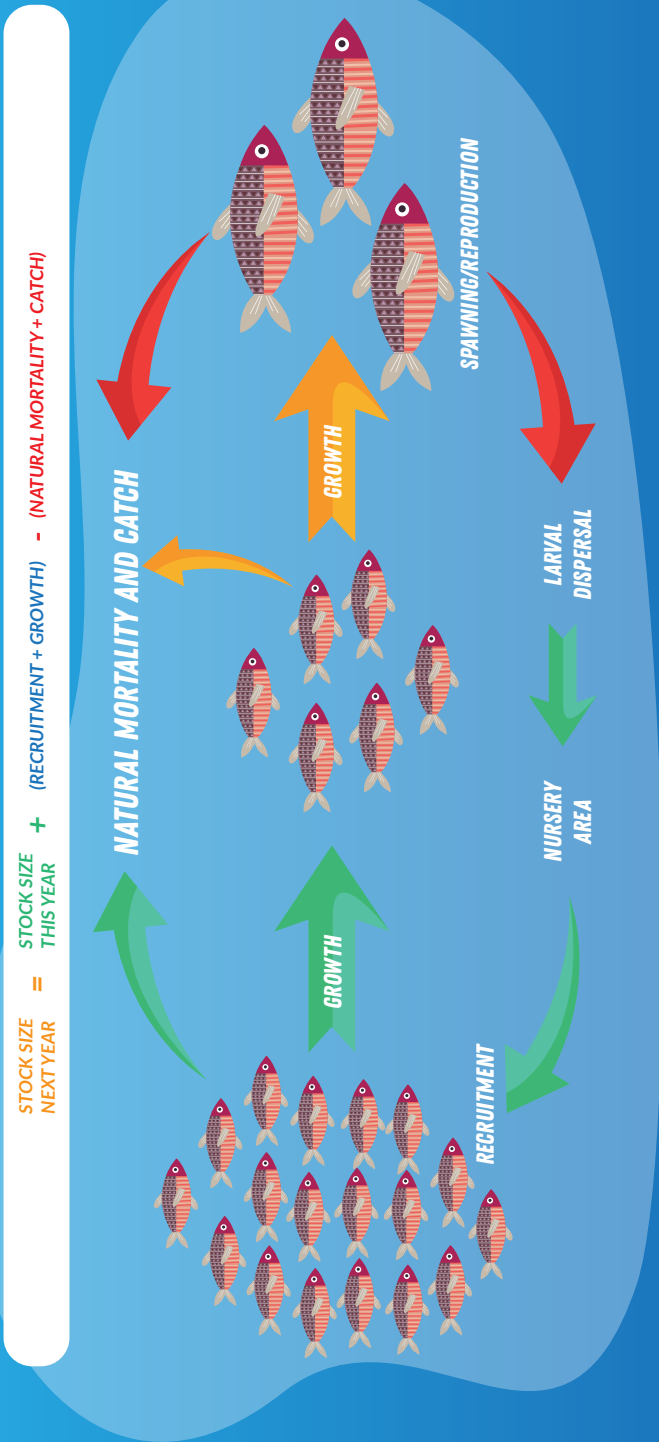
Fisheries are managed using clear management control measures.

These management control measures can be in the form of input controls or output controls. In a managed fishery, a number of management control measures can be used, often in combination to manage catch. Some input and output control measures are listed below.

Input controls	Vessel licensing Vessel size Number of fishers Limited entry Bait availability Ice Incentives
Technical measures	Gears prohibition Gear restrictions Area restrictions Closed season Technology limitation
Output controls	Minimum size limits Maximum size limits Bag limits Rejection of females or gravid females Catch quota Market restrictions

These management control measures are usually integrated in fisheries management plans in the form of management strategies and regulations. A management strategy is an action taken to attain one or several goals. An example of a management strategy is **Industry to Develop a Code of Conduct for Licensed Fishermen**.

A management regulation is a rule or directive made and maintained by an authority. An example of a management strategy is **Introduce a minimum size limit for Bourzwa of 32 cm (fork length)**. Both management strategies and regulations needs a legal mandate. In the Seychelles the legal mandate is given by the Fisheries Act (2014) and Fisheries Regulations.



The importance of monitoring, control and surveillance (MCS)

For management control measures to lead to positive outcomes for a fishery they need to be complied with and enforced through monitoring, control and surveillance (MCS).

The design of MCS usually differs for individual fisheries. It can include monitoring of catch at landing sites, inspection of gears and number of fishers on boats and inspection of logbooks. It can also include more costly surveillance using vessel monitoring system, camera on boats, on sea patrol and vessel boarding, surveillance flights, spot checks along different part of the value chain and investigation of reported breach of regulations.

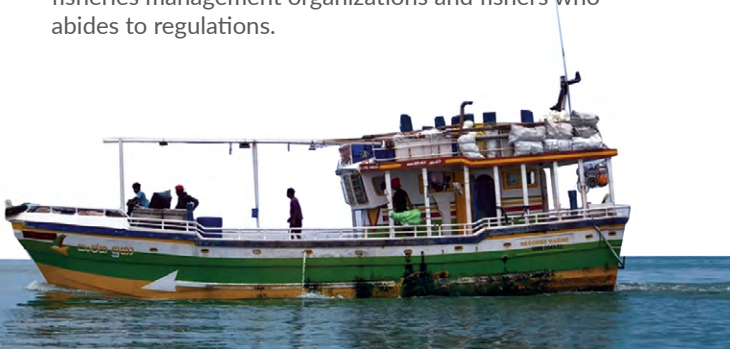
Illegal, unreported and unregulated fishing (IUU)

Illegal fishing is fishing carried out by unauthorized vessels or people.

Unreported fishing refers to fishing in which catches are not reported according to regulations.

Unregulated fishing refers to fishing undertaken in the absence of management measures.

IUU fishing can be undertaken by both national and foreign vessels and fishermen. IUU fishing is bad as it does not respect management control measures agreed in management plans and undermines the work in sustainable fisheries management being undertaken by fisheries management organizations and fishers who abide to regulations.



Compliance and Enforcement

Fisheries management authorities need to ensure that all regulations are complied with if fisheries are to remain sustainable. In cases of non-compliance, fisheries management authorities need to enforce the regulations.

The most important aspect of compliance is education since fishers have to know the regulations in place for them to be able to implement them. For example, the Fisheries Act (2014) states that recreational fishermen are not allowed to sell their fish. This is a relatively new regulation and recreational fishermen needs to be made aware of this.

From compliance to enforcement

When compliance fails to work enforcement takes over. Regulations that are not enforced will fall into disrepute and will disrupt fisheries management. Regulations that are not enforced benefits those who ignore regulations at the expense of those who respects the rules.

The penalties applied need to be severe enough to act as a deterrent but also proportional to the offence. Penalties are often applied through fines, gear confiscation, revocation of permits or legal sentence (prison or community work).

Ensuring for compliance is usually easier and cheaper than enforcement. As fishers ultimately need to sell their catch, measures to increase compliance can be effective if the political will exist. Such measures can include restricting number of landing sites, restricting landing time, inspection of buyers' premises, etc...

Fisheries management organizations can enforce it



Fisheries co-management

which fisheries resources are managed cooperatively by the user groups and the government. In fisheries co-management, the responsibility of the resource is shared between the user groups and the government.

Types of co-management

There are different types of co-management based on the level of participation between the government and the community.

Instructive co-management: Instructive management is top down management from the government. The government instructs the fishermen as to what laws and policies they are required to follow. Information is only shared with the community towards the end of the planning process.

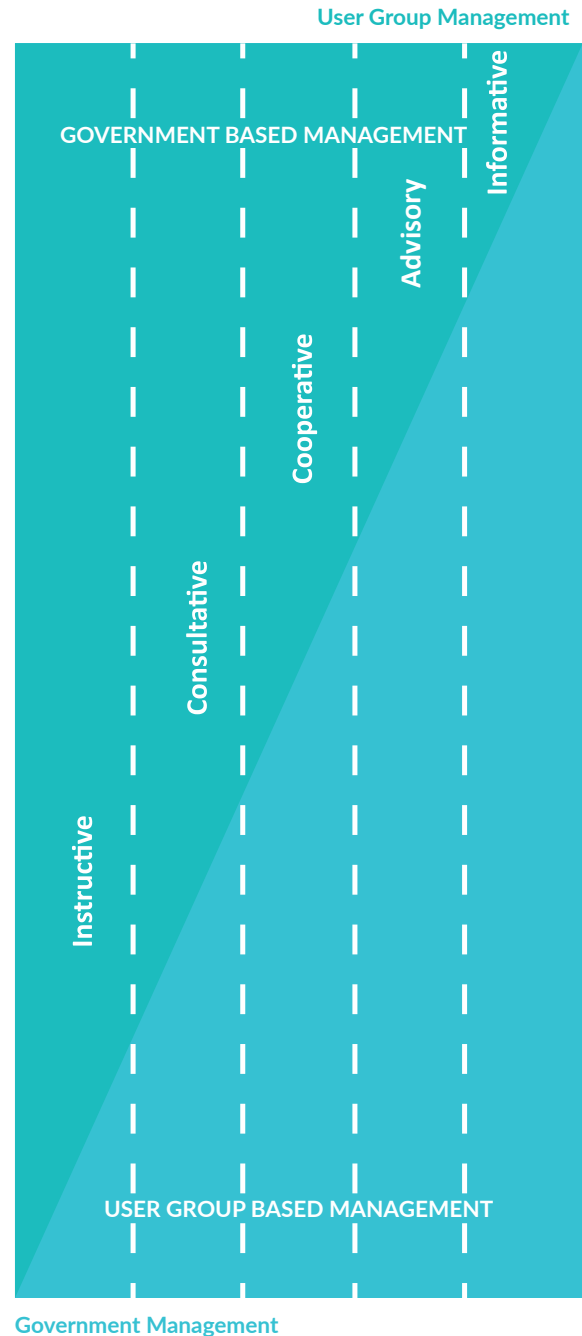
Consultative co-management: In consultative management, the government consults with the community either through public hearings or advisory boards. The government is not required to implement any of the suggestions or comments into the policy.

Cooperative co-management: In cooperative management, there is a degree of co-management of the resource by the government and the user group. The responsibility is shared by both parties.

Advisory co-management: In advisory management, users decide what decisions should be made and advise the government as such, the government then endorses the decision.

Informative co-management: In informative management, the user group makes all of the decisions, and informs the government once they have decided.

The type of fishery co-management approach undertaken can vary among sites or fisheries within the same country or region.



Benefits of fisheries co-management

- Fisheries co-management, often have a number of advantages. These include:
- Reducing the cost of monitoring, control and surveillance since participation of fishers in decision making usually leads to improved compliance.
 - Improving communication between government and resource users.
 - Increased sharing of scientific information to fishers and vice versa increased sharing of traditional knowledge to government.
 - Sharing of responsibility for failures and successes.

Limitation of co-management

- Fisheries co-management also have its limits and limitations. These include:
- Reduce speed of decision making since it requires more consultation.
 - Government and civil society often operates under different rules.
 - Differing level of expectations of different parties

Differing roles in fisheries management

In a fisheries co-management framework all stakeholders are important. However, not all of them have the same roles.

Key Stakeholder	Roles
Resources users	<ul style="list-style-type: none">- Identify the issues related to the community.- Lead and mobilize activities in co-management.- Participate in required research activities, data gathering and analysis in a co-management framework.- Conduct monitoring and evaluation.- Advocate the community's interests in decision-making.
Government	<ul style="list-style-type: none">- Provide legislation to ensure the community's right to participate in a co-management framework.- Define the form and process of decentralized management.- Provide legitimate tools for the existing management system in the community.- Provide technical assistance, financial access, and an extension programs to initiate co-management.- Provide the mechanisms for conflict resolution among stakeholders.- Provide the mechanism for monitoring and evaluation based on local capacity.- Facilitate training and education for local communities.- Coordinate a local forum for stakeholder partnership in the co-management regime.
Other stakeholders	<ul style="list-style-type: none">- Identify issues in the community, particularly issues that emerge outside the fisheries community.- Participate in planning and implementation of co-management.- Disseminate information.- Conduct conflict resolution.- Conduct facilitation with the community.
Facilitators/ Community organisers	<ul style="list-style-type: none">- Become a facilitator for stakeholders in the planning and implementation of fisheries co-management.- Organize the community in the initiation and implementation of fisheries co-management.- Provide the consultation service for the planning and implementation of fisheries co-management.- Provide data and information required for planning and implementation of fisheries co-management.

Source: Introduction to fisheries co-management by Luky Adianto and Dede Hartoto

The role of leadership in fisheries co-management

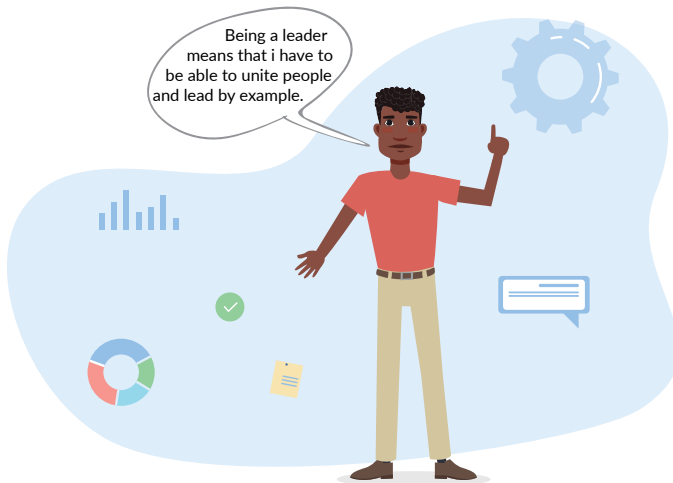
Strong leadership from the side of resource users have been identified as the most important attribute contributing to success of fisheries co-management in a global study on multidisciplinary evaluations of co-management regimes.

Leadership qualities

For fisheries co-management to work. A strong leader is usually needed from the fishing community. Below are a number of qualities that a good leader should display.

- Has a clear vision
- Hard working
- Respectable
- Transparent and honest
- Knowledgeable about the fisheries and fisheries development and management.
- Have authority
- Not selfish and greedy
- Has a good character
- Respects the views of other people
- Is able to build partnerships and collaborate

...



SECTION 2

APPLICATION REQUIREMENTS

Application Requirements

The Seychelles Blue Finance has two schemes which includes the SeyCCAT BGF and DBS BIF. There are a number of requirements that needs to be met for applying for the Blue Finance. Applicants need to ensure that they:

- Meet the eligibility criteria for the fund they are targeting
- Meet the screening criteria
- Have completed the application form and proposal using the appropriate templates
- Business-related proposal should meet, where applicable, the Principles for Investment in Sustainable Wild-Caught Fisheries and the Sustainable Blue Economy Finance Principles.



Principles for Investment in Sustainable Wild-Caught Fisheries

Principles of Investment in Sustainable Wild-Caught Fisheries

What is the Principles of Investment in Sustainable Wild-Caught Fisheries?

It is a list of principles for investing in fisheries and fisheries-related activities to ensure that wild-caught fisheries become sustainable and the oceans' ecosystems are productive.

Why is it necessary for Blue Finance?

The Blue Finance is a source of fund aimed at financing fisheries related projects and businesses that are committed to transform the Seychelles fisheries sector to a sustainable basis. The people and organizations that invested in the Blue Finance want to ensure that the funds are used to make fisheries more sustainable. Therefore, only projects that perform in an environmentally and socially responsible manner and are in line with the Principles of Investment in Sustainable Wild-Caught Fisheries will be funded.

What are these principles?

There are 9 broad principles. It should be noted that these are guidelines and that these guidelines will not be applicable in all cases.



Principle 1

Compliance with local, national and international fisheries laws and regulations

The investor should ensure that the investment complies with local, national and relevant international laws and regulations governing wild-capture fisheries.

What would this mean for you?

You will need to ensure that your project proposal is inline and respects fisheries management plans, fisheries management measures and all local and international regulations and best practices relevant to the small-scale fishery the project is targeting.

Example

If your project is involved with value addition, you will need to ensure that you only purchase that have been fish caught using allowable gears (e.g. no spear guns), are from non-restricted areas (e.g. National Parks and Reserves) and respect the species specific minimum size limits that are in place.



COMPLIANCE RULER

FISH, MEASURE, COMPLY

Principle 2

Current environmental status

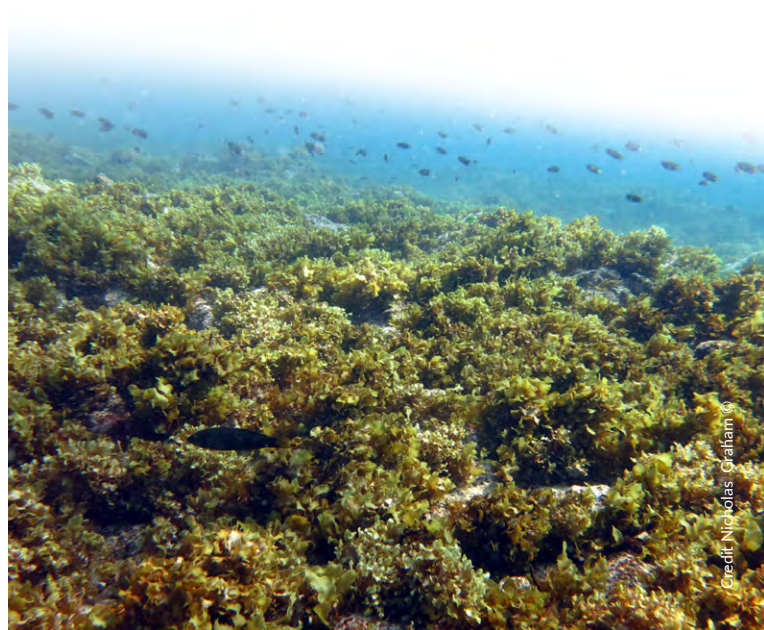
Investors or project investees should undertake or consult an objective assessment of the status of the exploited fish populations and the impact of target fisheries on surrounding ecosystems.

What would this mean for you?

You will need to ensure that the fisheries stock(s) targeted and the ecosystem in which they are found will not be irreparably damaged as a result of the project submitted.

Example

If a project is aimed at harvesting sea urchins in the wild for their roe (eggs). You will need to show proof that the amount of sea urchins removed will not alter the environment where the fishery is operating. For example, that it will not cause reefs that had no algae to suddenly become algae dominated.



Principle 3

Future environmental status

Depending on the scale of the investment, investors should ensure that the company/project receiving financing contributes to the sustainable management of targeted fisheries and their ecosystems, as well as the mitigation of adverse ecosystem impacts from fishing.

What would this means for you?

Depending on the status of fish stocks at the point of investment, you should ensure that stocks are either maintained at levels that support sustainable fishing, or are on track to attain sustainable levels through management reforms enacted over the course of the investment period.

Example

For example project with principal objective of greatly increasing the catch in the lobster fishery in the Inner islands where stocks are considered to be already low will not be funded.



Modified from Cheryl-samantha Owen ©

Principle 4

Monitoring and enforcement

Investors should ensure that robust monitoring and enforcement are implemented for any company/project receiving financing, and that it contributes to monitoring and enforcement efforts in the broader fishery. Such systems should monitor fishing activity, target and incidental catch and social outcomes wherever possible.

What would this means for you?

You will need to ensure that your project proposal fits within an existing monitoring and management system and that you positively contributes to monitoring and enforcement efforts.

Example

A project related to exploitation of tuna and tuna like-species using pelagic long-line should ensure that log books are kept and that all catches made, their location and all other information required by law are collected and submitted to SFA in a timely manner.



Principle 5

Traceability and transparency

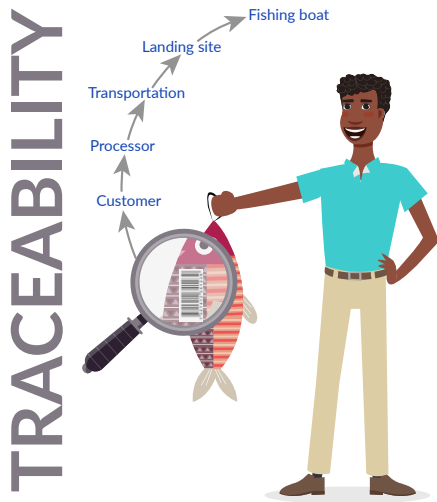
The company/project receiving financing should have effective systems in place to track seafood products back to their source fishery in order to ensure their sustainability, and have the capability to provide timely traceability information to key parties. The company/project should also establish mechanisms for reporting progress against social and environmental objectives to interested parties.

What would this means for you?

It means that you should have a system in place which is able to track fisheries products back to the point of capture and have detailed records that you can easily make available to parties interested in the sustainability of the resources being targeted.

Example

If your project concerns the demersal fishery, you should be able to provide the area in which a fish was caught, the date it was caught, gear used, how it was processed, how it was stored, etc....



Principle 6

Human rights

Investors should ensure that the rights of local communities and stakeholders affected by the company/project being financed are respected regardless of gender, ethnicity, culture, political or socioeconomic status.

What would this means for you?

It means that you should guarantee basic human rights of all people working with or associated with the company or project funded and you should not make any discrimination based on gender, ethnicity, and culture, political or socioeconomic status.

Example

If your project concerns fish processing, people working in the factory should not be forced to work for maximum periods stipulated in the Employment Act without their agreement.



Principle 7

Stakeholder engagement

Local communities and stakeholders, regardless of gender, ethnicity, culture, political or socioeconomic status, should be consulted on any potential change to their livelihoods and local environments as a result of the company or project being financed.

What would this mean for you?

If your project could have an effect on other people who are dependent on the same resources or would be affected by the change in the environment brought by the implementation of the project, you should inform and get the opinion of the people that can get affected.

Example

If your project concerns fish processing, and employment of large amount of for foreign workers who will be housed on site, then people living in the area which could be affected by their presence should be informed of this and their opinions considered.



Principle 8

Stakeholder access

The company/project will seek to avoid engagement in activities that would involve involuntary restrictions of access to, and use of, natural resources, involuntary resettlement or the taking of shelter and other assets belonging to local communities or individuals.

What would this mean for you?

Your project will need to ensure that people that were using an area or resources from an area will continue to get free access to these resources.

Example

If your project concerns the aquaculture of mud crabs in a mangrove forest that is used by the local communities and tour guides for eco-tourism activities, your project should have no negative impacts on the eco-tourism activities being undertaken.



Principle 9

Food, nutrition and livelihood security

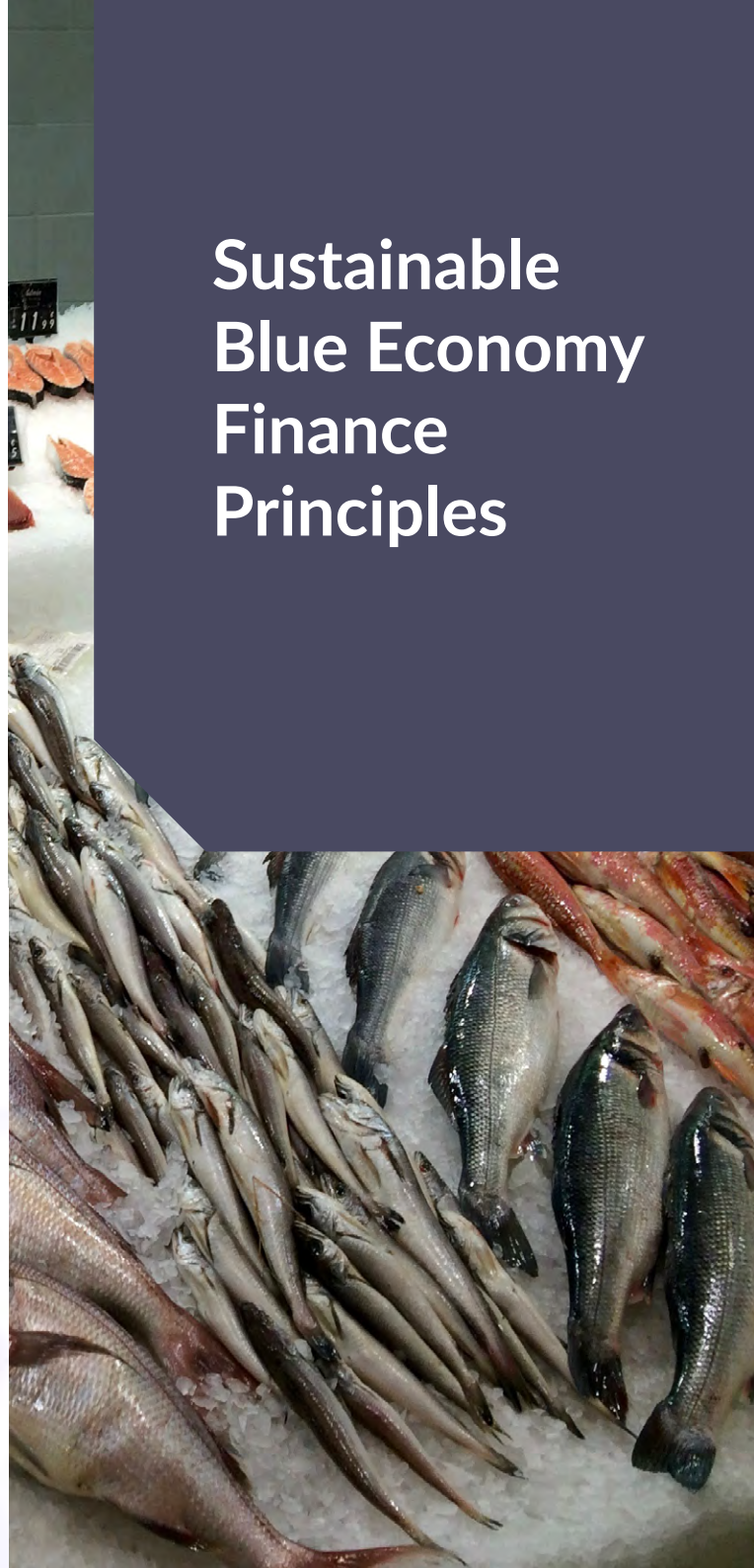
The impact of investment on affected fisheries should not have a negative overall impact on local communities' food, nutrition and livelihood security.

What would this mean for you?

Your project will need to ensure that its activities will not have impact on other activities related to food production and sourcing that could affect food security of local people.

Example

If your project concerns development in an area where the shoreline is used by the local population for the collection of marine organisms such as limpets and chitons for local consumption, then the project should guarantee that access to these resources will not be cut off.



Sustainable Blue Economy Finance Principles

Sustainable Blue Economy Finance Principles

What are they?

The Sustainable Blue Economy Finance Principles are a set of 14 principles developed by the European Union to guide investment and financing decisions in the blue economy. The Seychelles Blue Finance initiative adheres to these principles and will ensure that, where applicable, their operations and all projects funded are in line with these principles.

Principle 1: Protective

Support investments, activities and projects that take all possible measures to restore, protect or maintain the diversity, productivity, resilience, core functions, value and the overall health of marine ecosystems, as well as the livelihoods and communities dependent upon them.

Principle 2: Compliant

Support investments, activities and projects that are compliant with international, regional, national legal and other relevant frameworks which underpin sustainable development and ocean health.

Principle 3: Risk aware

Base investment decisions on holistic and long-term assessments that account for economic, social and environmental values, quantified risks and systemic impacts and adapt the decision-making processes and activities to reflect new knowledge of the potential risks, cumulative impacts and opportunities associated with the Blue Finance Initiative business activities.

Principle 4: Systemic

Identify the systemic and cumulative impacts of the Blue Finance Initiative investments, activities and projects across value chains.

Principle 5: Inclusive

Support investments, activities and projects that include, support and enhance local livelihoods, and engage effectively with relevant stakeholders, identifying, responding to, and mitigating any issues arising from affected parties.

Principle 6: Cooperative

Cooperate with other financial institutions and relevant stakeholders to promote and implement these principles through sharing of knowledge about the ocean, best practices for a sustainable Blue Economy, lessons learned, perspectives and ideas.

Principle 7: Transparent

Make information available on Blue Finance Initiative investments and their social, environmental and economic impacts (positive and negative), with due respect to confidentiality. The Blue Finance Initiative endeavours to report on progress in terms of implementation of these Principles.

Principle 8: Purposeful

Endeavour to direct investment to projects and activities that contribute directly to the achievement of Sustainable Development Goal 14 (“Conserve and sustainably use the oceans, seas and marine resources for sustainable development”) and other Sustainable Development Goals especially those which contribute to good governance of the ocean.

Principle 9: Impactful

Support investments, projects and activities that go beyond the avoidance of harm to provide social, environmental and economic benefits from our ocean for both current and future generations.

Principle 10: Precautionary

Support investments, activities and projects in our ocean that have assessed the environmental and social risks and impacts of their activities based on sound scientific evidence. The precautionary principle will prevail, especially when scientific data is not available.

Principle 11: Diversified

Recognising the importance of small to medium enterprises in the Blue Economy, endeavour to diversify our investment instruments to reach a wider range of sustainable development projects, for example in traditional and non-traditional maritime sectors, and in small and large-scale projects.

Principle 12: Solution-driven

Endeavour to direct investments to innovative commercial solutions to maritime issues (both land- and ocean-based), that have a positive impact on marine ecosystems and ocean-dependent livelihoods. The Blue Finance Initiative will work to identify and to foster the business case for such projects, and to encourage the spread of best practice thus developed.

Principle 13: Partnering

Partner with public, private and nongovernment sector entities to accelerate progress towards a sustainable Blue Economy, including in the establishment and implementation of coastal and maritime spatial planning approaches.

Principle 14: Science-led

Actively seek to develop knowledge and data on the potential risks and impacts associated with our investments, as well as encouraging sustainable investment opportunities in the Blue Economy. More broadly, the Blue Finance Initiative will endeavour to share scientific information and data on the marine environment.

Legal Requirements for Associations

Legal requirements for Associations

If you are submitting a project proposal as an Association that has been registered under Seychelles' Legal Framework - Cap 201 Registration of Associations Act, you must familiarise yourself with the said Act that is available at the Attorney General's Office for an official copy or on the Seychelles Legal Information Institute's (SeyLII) website <https://seylil.org>.

The following sections are extracted from the Registration of Associations Act to provide you with some of the legal requirements that must be fulfilled by an Association.

Section 2 provides a definition of an Association as a legal entity.

The definition sets the purpose of an Association as an entity that is created for non-pecuniary gain that is not for monetary gain. This means that an Association cannot be involved in commercial activities other than fund raising activity to finance its programs and operations.

“In this Registration of Associations Act “association” means two or more persons who have agreed to contribute by their knowledge, energy, fortune or other lawful means or by a combination of any of such means towards the attainment of a common object which shall not be pecuniary gain to themselves and which shall not be contrary to law, morality and public policy and, where the context so requires, means a registered association:

Provided that mutual aid societies which may be formed for the purpose of providing assistance in a variety of forms to their members, their families and dependents shall be deemed to be associations;”

Section 5 Rules articulates the legal framework to make and amend the rules.

Your attention is drawn to Sections 5 (1) and 5 (3)

“5 (1) The rules of every association seeking registration under this Act shall contain provision in respect of the several matters mentioned in schedule , and shall, on the association being registered, become the rules of the registered association.

(2) Where not less than three fifths of the total number of members of any registered association are present in person or by proxy at a general meeting of members of the association convened in that behalf, it shall be lawful for two thirds of the number of members present in person or by proxy at such meeting to add to, alter or otherwise amend the rules of the association:

Provided that a certified copy of the minutes of proceedings held at such general meeting shall be submitted to the Registrar, and that no addition to, alteration or amendment of, the rules of the association shall have effect except with the approval of the Registrar signified under his hand in the form set out in schedule C.

(3) A copy of the rules so approved shall be filed with the Registrar.”



Section 12 Secretary to make returns prescribes the documents that must be submitted annually

12 (1) *The secretary of every registered association shall, before the thirty first day of January in each year, or when and as often as so requested by the Registrar, furnish to the Registrar, a return of the names and addresses of the officers of the association, and an audited account of the yearly revenue and expenditure, and of the assets and liabilities, of the association in such form as the Registrar may require:*

Provided that any change occurring in the place of office or among the officers of a registered association shall, from time, be notified to the Registrar within fourteen days of such change.

(2) *Non-compliance with the provisions of subsection (1) shall be an offence, and the secretary of the registered association concerned shall, on conviction, be liable to a fine not exceeding twenty five rupees for every day during which the default continues.*



SECTION 3

PREPARING A BGF CONCEPT NOTE

Completing the Concept Note Template

Application of SeyCCAT BGF starts with responding to a Call for Proposals. The Call for Proposals is usually made once a year and is advertised in the local newspapers, on the SeyCCAT website and its Facebook page.

A step by step guide on how to apply is provided on the SeyCCAT website.

<https://seyccat.org/how-to-apply/#how-to-apply>

Start by reading the eligibility criteria and the exclusion list. Then download the Concept Note template and follow ALL instructions and guidelines. The template may change with time, so make sure that you have the latest template before starting and that you know the deadline for submission.

Remember, in order to prepare a fundable project you need to follow the stated guidelines

tip...

Some call for proposals also accept proposals written in Creole. Check with SeyCCAT whether this is an option for the current call.



Background information page

First select if you are applying for a Small-medium grant or a Large Grant by putting an x or ✓ in the appropriate box at the top right corner of the form.

Note that maximum funding for small-medium grants is presently SCR 100,000. These small-medium grants have a maximum implementation period of 12 months. Funding for large grants is presently between SCR 100,000 and SCR 1,000,000 and the maximum implementation period is 24 months. All applicants should first complete a Concept Note. Those applying for large grants will then be notified by SeyCCAT if and when to complete a Full Proposal based on the review of the Concept Note.

Project title

Since reading the project title is the first interaction that a project evaluator will have with your project it is important that the title makes a good first impression. A good title should summarize your project and inform the evaluator what the project is all about in the easiest possible way.

The title should be memorable and as much as possible include three key elements, which are: (1) **thematic focus**, (2) **target beneficiaries**, and (3) **the strategy**. For example, ***Community-based fisheries catch monitoring for improved management of the small-scale fisheries around Praslin and La Digue Islands***. In the above project, the thematic focus is **small-scale fisheries management**, the target beneficiaries is **the fishing community of Praslin and La Digue**, and the strategy is **to make use of community-based catch monitoring**.

In choosing a title it is important to:

- Use key words that communicate what the project is about.
- Word it in a manner that is catchy. E.g. It's Cool to Be an Eco-school.

- Make sure that the it is straight forward.
- Make it memorable. A good way of making a project title memorable is to use acronym. E.g. Mitigating Adverse Detrimental Effects (MADE).

tip...

Come up with up to three titles and then pick elements you like from each to come up with the final title.

Strategic objective

Clearly state which of the SeyCCAT's call for proposals strategic objective(s) your project will contribute to. At present SeyCCAT have five strategic objectives which are:

1. Support new and existing marine and coastal protected areas and sustainable use zones;
2. Empower the fisheries sector with robust science and knowhow to improve governance, sustainability, value and market options;
3. Promote the rehabilitation of marine and coastal habitats and ecosystems that have been degraded by local and global impacts;
4. Develop and implement risk reduction and social resilience plans to adapt to the effects of climate change;

5. Trial and nurture business models to secure the sustainable development of Seychelles' blue economy.

These strategic objectives might change in the future or future call for proposals might focus on only one or a sub-set of these objectives.

Note: Always refer to the Call for Proposals to determine if your project is in line with the stated strategic objectives for which proposals are being sought.

Name, Contact Status and Details

In this box include the applicants contact details including the full name, address, telephone number and email address if available. If the application is being made on behalf of an organisation, include the name and details of the contact person. For NGOs, businesses and companies, also include the organisation's date of registration and registration number provided by the Office of the Registrar General and what type of organisation it is. For example whether it is an association, federation, community group, property limited company, public limited company, etc.. For individuals provide the National Identify Number (NIN). Replace with

In this box include the applicants contact details including the full name, address, telephone number and email address if available. If the application is being made on behalf of an organisation, include the name and details of the contact person. For NGOs, businesses and companies, also include the organisation's date of registration and registration number provided by the Office of the Registrar General and what type of organisation it is. For example whether it is an association, federation, community group, property limited company, public limited company, etc.. For individuals provide the National Identify Number (NIN).

Partner Organisations

In this box include the details of any organisations that you are partnering with for the implementation of this project. Partners are usually organisations that is contributing to the implementation of the project either by providing additional funds or other resources or organisations that will be making use of financial resources provided by the grant to implement project activities.

Provide details on the name of the partner organisation(s), address, name of the person in charge or providing authorisation, telephone number, email address, date of registration or establishment and registration number.

Project location

In this box provide details on geographical area where the project is to be implemented. This can be very specific or broad depending on the geographical scope of the project. For example, it could be Anse Gaulette, Baie Lazare for a project which will be implemented only at Anse Gaulette or Seychelles Inner Islands for projects which will be implemented around Mahé, Praslin and La Digue.

Project duration

In this box put the project duration in terms of months from start to end and the expected start and end dates. BGF projects usually have no minimum duration but have a maximum duration of 12 months for small and medium grants and 24 months for large grants. For example, Project duration is 24 months, start date: 01/07/2021, end date: 30/06/2023.

Total budget requested

In this section put the total amount of funds that is being requested from SeyCCAT. For small and medium grant the limit is SCR 100,000 whereas for large grant the limit is SCR 1 million. Note that grant amount may be subject to change. Refer to the call for proposals to confirm the grant amount. The budget should be stated in Seychelles Rupees. Make sure that the funds being requested does not exceed the minimum and maximum limits detailed in the Call for Proposals.

Indicative Co-financing

In this box, state the amount of funding that the project applicant and its partners and associates will be contributing to the project. Co-financing provides an indication of broader support for the project. It should be noted that co-financing can be in cash (money), in-kind (in goods or services as opposed to money) or a mixture of the two. Co-financing is not needed for small-medium grants (but may be indicated) and is encouraged for large grants. In this section you should provide details of the source and amount of co-finance.

Some example of co-finance are listed below:

- Funds provided by the applicant or their partners and associates from their own sources.
- Funds provided by another collaborating project.
- Voluntary work as part of project implementation.
- Making available transport free of charge for implementation of project activities.
- Providing telephone, water and electricity.
- Provision of office space.
- Sponsorship of venues for workshops.
- Free technical input from a government department.
- Reduction on cost of services provided by applicants (e.g. reduce rate for boat rental).



Project Description

Once you have completed the background information page start with the Project description.

Abstract

An abstract is a brief summary of your project. This is where you reinforce the good first impression of the project evaluators that you have been able to establish with your title. A strong abstract needs to be clear and coherent and touches of all sections of the Concept Note. Below are the steps to preparing a good proposal abstract:

1. Start with a short introduction of the subject of your proposal. Start with broader statements and gradually narrow it down to the specific issues.
2. State the issues that you are trying to address and what is your interest in that topic. Do not get bog down in too much details here. Keep it concise and clear.
3. Provide a summary of the main activities that will be implemented during your project and the methods that will be used.
4. Describe who are the partners and collaborators in the project and what their interests are.
5. Provide details of the project beneficiaries.
6. State how the project is going to bring about the anticipated changes.
7. Briefly describe what contributions the project will make towards the SeyCCAT strategic objective(s) and other national policies, strategies and plans.



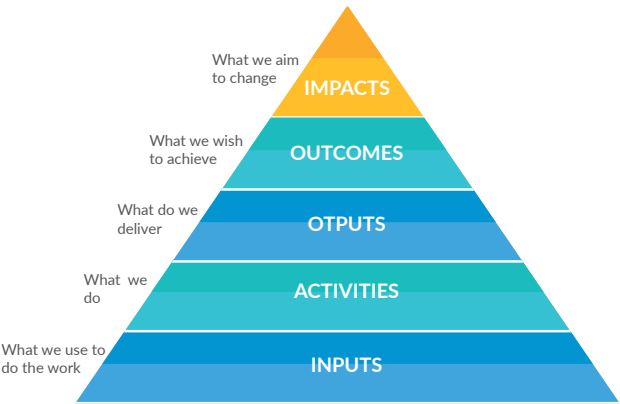
- 8. State the overall expected project outcome(s).
- 9. Provide an indication of the timeframe over which the project will be implemented.
- 10. State the primary take home message to conclude.

You can address each of the steps above by writing one or two bullet points to cover the subject. Once this is done turn the bullet points into a coherent narrative.

Note: Make sure that you adhere to the 500 words limit.

Outcomes and impacts

The best way to look at the next sections of the Concept Note template is to consider the planning triangle below. An impact describes what you aim to change, that is your **goal**. It is often considered as the third level of results associated with the implementation of a project. It can be thought of as the longer term effect of an outcome. For example, *to improve the sustainability of the small-scale fisheries in the Inner Islands*.



Your **outcome** is what you wish to achieve. Outcomes are thought of as the second level of results of a project. These are the short-term and intermediate changes that occur within the community, organisation, society, or environment as a result of the implementation of your project. For example, *greater availability of species specific stock status, catch and effort data for the Praslin and La Digue area*. Start completing this section by having a clear idea of what impact you expect your project to have. Then, write a sentence that reflects this. Then, prepare a list of expected outcomes that will lead to the attainment of the expected impact(s).

Your project proposal will probably have one or two expected impacts and a few outcomes. These outcomes will be generated from your project outputs, which in turn will come from implementation of project activities that require inputs such as funds and human resources.

The best way to go about aligning the project deliverables is to use a logical framework matrix, commonly referred to as a project logframe.

	Project Summary	Indicators	Means Verification	Risks / Assumptions
Goal				
Outcomes				
Output				
Activity				

Preparing a project logframe should ideally make it easier to plan and manage a project as it allows project implementers to visualise the sequence of actions leading to the overall project goal(s) and expected

impact(s). It also makes it easier to identify indicators by which the achievement of deliverables at different levels of the project can be measured. Additionally, a project logframe makes it easier for the person preparing the proposal to think about the associated risks and assumptions at each step of the process. A standard logframe template is given below, while an example of a completed project logframe is available in the Supplementary Course Materials.

Once the logframe is complete, extract all of the project outcomes and list them in this section of the Concept Note template.

Objectives

In this section you should list the overall and specific objectives of your project. Objectives are a specific result that you want to achieve within a time frame and with available resources. These are specific things that you want to do and they should be SMART, that is, they should be specific, measurable, achievable, realistic and, timely.

For example, *to have a minimum of 2,000 records of daily fishing catch reported by fishermen by the end of the project*. Specific here is **2,000 records of daily fishing catch**, which is also measurable and considered as realistic and achievable within a two-year project timeframe. A time frame for achieving this is also given, here it is by the **end of the project**, which will be a maximum of two years. Achievement of objectives will be assessed based on project outputs (what are actually delivered) and outcomes (what is gained from the outputs). For the Concept Note you can simply provide a list of the objectives. Start by listing the specific things that you want the project to do so that it can deliver on its intended goal(s).

Outputs

Outputs are the first level of results associated with a project. They are what the project has achieved in the short term and are the immediate result from the implementation of project activities. For example, ***70 fishermen operating from the island of Praslin and La Digue trained in fisheries data collection and able to accurately collect and record data***. This was achieved as a result of the organisation of a training workshop in which fishermen were taught how to measure fish and record catch data.

Make use of your project logframe to decide on the most appropriate output and make sure that it contributes to a project outcome. Once your logframe has been completed, extract all of the outputs and list them in this section of the Concept Note form.



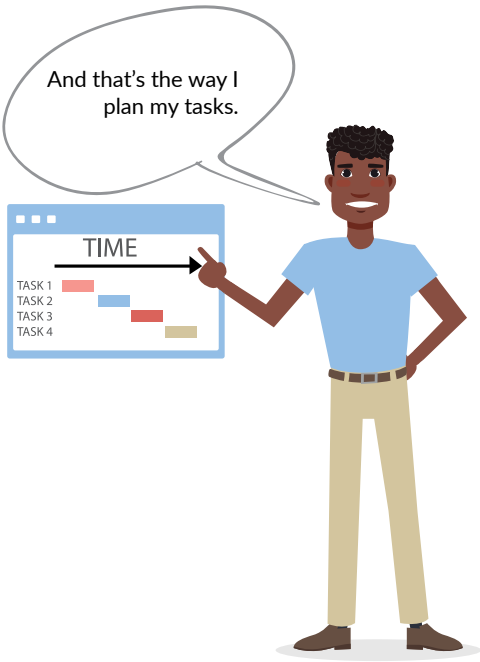
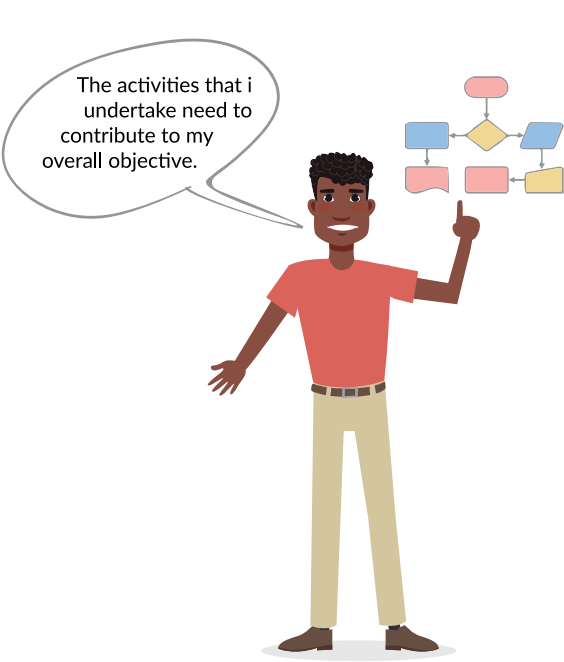
Activities

In this section you should list (use bullet points) all the activities that will be implemented as part of the project. At this stage do not provide any details, just provide a title for each activity. A project activity is a planned phase of a project with a distinct beginning and end. These activities are the actions that need to be implemented to convert inputs (e.g. money, technical experts) into outputs (e.g. workshop, report, monitoring reports).

Usually an activity will contain several task which have to be implemented before it can be considered as completed. The duration of an activity should be determined by the effort it takes to complete each of its designated tasks. Your activities will have been defined in your project logframe. Extract them from there and list in this section of the template.

Schedule

The schedule of project activities is usually defined in a project Gantt chart or Project Implementation Timeline. Ideally, it would be good to include the Gantt chart in the annex and put a note in the section of the Concept Note template of where it can be found. Beware of activities that are dependent on the outputs of other activities and make sure that they are appropriately scheduled. For examples of a Gantt chart you can make a quick search online or find one in the Mock Concept Note provided as part of the Supplementary Course Materials.



Sustainability and replication

In this section you should describe how the activities, outputs and outcomes that you will deliver as part of your project can build onto other projects, can continue to be used or can be sustained beyond the lifespan of the project. This is where you should also detail how things that you have achieved can be repeated or used by others. For example, successful piloting of voluntary fisheries closure can encourage fishermen on other islands to implement similar fisheries management practices.

Consider not only environmental sustainability but also financial, that is how you are going to continue to fund activities that needs to be continued beyond the lifetime of the current project. This can include an indication of follow-up activities, strategies, ownership, etc. In this section you should also indicate what might go wrong and what are the possible obstacles or challenges of the proposed project.

Itemized budget

In this section you should describe how the activities, outputs and outcomes that you will deliver as part of your project can build onto other projects, can continue to be used or can be sustained beyond the lifespan of the project. This is where you should also detail how things that you have achieved can be repeated or used by others. For example, successful piloting of voluntary fisheries closure can encourage fishermen on other islands to implement similar fisheries management practices.

Consider not only environmental sustainability but also financial, that is how you are going to continue to fund activities that needs to be continued beyond the lifetime of the current project. This can include an indication of follow-up activities, strategies, ownership,

etc. In this section you should also indicate what might go wrong and what are the possible obstacles or challenges of the proposed project.

Annexes

In addition to your completed Concept Note you should also prepare a separate document that provides a summary of your project teams' experience. It should include an annotated list of similar projects implemented and curriculum vitae (CV) of the main project team members.

Checking your Concept Note

Once you have completed your Concept Note, have a final read and ensure that you have completed all of the sections and you are satisfied with the project proposal and its budget. Ensure that you have followed all instructions given by SeyCCAT.

Congratulations! You can now submit your proposal by following the instructions provided in the Call for Proposals.



SECTION 4

PREPARING A BGF FULL PROPOSAL

Preparing a BGF Full Proposal

Congratulations! If you have reached this stage, it means that the evaluators think that your project proposal might be worth funding. You now have to prepare a Full Proposal to provide additional details of what you would like to do. Use your Concept Note as your starting block, most of the information you need for your full proposal is already in there! At this stage you can modify your project slightly but not to the point that it changes its overall goal or main activities. Take note of the comments provided by the SeyCCAT reviewers and address them in the full proposal.

Start the preparation of your Full Proposal by downloading the Full Proposal Template and by referring to your Concept Note and any comments in the Feedback letter from SeyCCAT. Once again follow ALL instructions and guidelines. If there are anything you are unsure of you can contact SeyCCAT for details and explanations.

Part I - Narrative

Section A - Cover Page

The information requested on the Cover page are the same as those that you put on the background information page of your Concept Note. Use the same information and update as necessary.

Section B – Summary

The Summary is the same as your abstract submitted for the Concept Note but with the opportunity to provide a bit more details. Use this opportunity to improve the introduction and better market your project. Ensure that the problem is well stated and describe the changes that the implementation of the project will contribute to addressing problem. . You will have the opportunity in Section D to provide details of project outcomes, objectives, outputs and activities so make sure that you pitch the solution to the identified problem here without going into too much details. It is important to describe the changes that your project is expected to bring and who the beneficiaries would be. Take the opportunity to link your project to the strategic objectives of SeyCCAT and detail how your project aligns with international and national priorities. You can get information about national priorities by referring to national policies, development strategies, and plans (e.g. fisheries management plans). Make sure that you do not exceed the one page maximum limit.

Section C – Organizational background and Capacity

Use this section to illustrate your organisation's background and experience and those of your partners. Remember, the background and experience of your partners are as relevant as yours so make sure that you talk to them and that you have a good knowledge of their strengths and how they could complement your organisational background and capacity.

Include:

- The nature, purposes and main activities being carried out by the proposer (if an organization, their legal status, date of creation and governance) and partners(s).
- Administrative framework: number of paid staff members, any affiliation to associations or umbrella groupings (involvement in a network), registration with the government.
- Description of past or current successful experience(s) and partnership, relevant to the present proposal. Provide examples of relevant projects conducted to date, giving a brief description including: project title, period of implementation, project leader, partners, budget, donor, contact person and email of the donor agency.

Section D – Project outcomes, objectives and expected results

Organise this section by following instructions provided by bullet points in the Full Proposal Template.

Presentation and analysis of the threats

Concisely present the problems that your project is trying to address. You can start from the information about the problems that you provided in section B and expand on areas where you feel that more details would help in communicating the scale or urgency of the problem to project evaluators.

Project rationale

Use this section to explain the reasoning behind the need for the proposal. Demonstrate the relevance of the proposal to the threats (problems) identified. It should also explain the reasons and interest of developing a partnership with other organizations such as government agencies, NGO's, or community organizations for the project implementation.

Project outcomes

Before starting on this section update your project logframe if the need exist. Then then import the required information about your different outputs. Start by stating the overall expected outcome of the project. You can write the overall outcome in bold for emphasis. Then list the specific outcomes. Note that your specific outcomes were already defined in your Concept Note and in the project logframe. You can modify the outcomes to certain extent but not to the point that it changes the project substantially. Keep in mind that you have got to this stage based on what you had put down in your Concept Note! If you have space, you can provide a bit of detail about each specific outcome. If not, just list the specific outcomes.

The specific outcomes should when summed contribute to the achievement of the overall outcome. Remember, that outcomes are the events, occurrences, or changes in conditions, behaviour, or attitudes that indicate progress toward a project's goals.

Specific objectives

Specific objectives

This can be a copy and paste of the specific objectives from your Concept Note. Remember to modify these objectives if the concept of your project has changed to certain degree between the time of submission of the Concept Note to the time that you are writing the Full Proposal. Ensure that each objective is SMART and that they can be easily assessed at the end of the project using quantifiable indicators.

Expected results

Use this section to provide a narrative of the measurable changes that will have occurred by the end of the project. These metrics could include anticipated indicators of ecological or socio-economic change, management or policy commitments.

Location

In addition to stating the project location as you did for the Concept Note, you can also add a map here to provide more details on where the project will be implemented. For the map you can use Google Earth, Google map or many of the online mapping resources. If you want a more professional looking map you can approach one of the Geographical Information Centres located in Government ministries such as Ministry of Habitat, Infrastructure and Land Transport (MHILT) or Ministry of Environment, Energy and Climate Change (MEECC) or you can use a private GIS consultant.

Section E – Description of the activities and their effectiveness

This is usually the longest section of the Full Proposal. This is the section where you should provide details about the activities that you are planning on implementing. It is recommended that you write this section in a linear manner where you state the outcome, the expected output and the activities that will contribute to this output (See an example of the Full Project Proposal in the Supplementary Course Material). Make use of your project logframe to identify the activities and their respective outputs and outcomes. Give each activity a number so that they are easy to refer to and provide a short narrative of this activity. Focus particularly on the methods for implementing the activities. Activity descriptions should be as specific as possible, identifying how they will contribute towards accomplishing the project's objectives and outcomes. A clear and direct link between the activities and the desired project outcomes(s) must be provided. In describing the activities, an indication should be provided on the involvement of partners. Reference the roles and responsibilities of the various participants/ organizations and state the reasons why these roles have been assigned to them.

Use the tables provided in the template to prepare a project implementation plan. The plan will serve to indicate the sequence of all major activities and implementation milestones, including targeted beginning and ending dates of the project for each step. For each activity provide the list of indicators. Note that the indicators can be obtained from your project logframe. A monitoring plan should be included within the project to ensure the collection and archiving of relevant data or information necessary for evaluating the progress and impacts of the project.

Note: Do not forget to include activities related to project management, governance, monitoring and evaluation. These are as important as the technical activities that you will be implementing.

Section F – Risk to successful implementation and mitigation measures

Make use of the table template provided to list the major risk factors that could result in the project not producing the expected results. As stipulated in the Full Proposal template, the risks should include both internal factors (for example, the technology involved fails to work as projected) and external factors (for example, changes to laws or regulations).

Follow the steps below to complete the risk matrix.

1. First think of the major possible risks You should have a look at your project logframe to remind you what the risks and assumptions for the implementation of the different activities and delivery of the deliverables are to help you with the identification of the major risks.
2. Assign a risk category to each risk (e.g. political, social, economic, technological, environmental, legal).
3. Assign a potential level of impact (Low, Medium, High) to each risk. Base the level of impact on the likelihood (probability) and the consequence (severity) of the risk if it was to happen. Those with Low likelihood and low consequence would usually be assigned a low level of impact whereas those with high likelihood and high consequence will be assigned a high level of impact.

4. Identify the measures that can be implemented to reduce the identified risk. For example, **put a scheme in place to reward fishermen for participating in fisheries data collection.**

tip...

Pay particular attention to risk factors identified as having high or medium level of impacts.

Section G – Evaluation and indicators

In this section, you should explain how the project team will track implementation of project activities. For each outcome, output and activity one or more relevant indicators should be identified along with their means of verification. You can get this information from your project logframe.

Section H – Sustainability and replication

Use this to detail how the how the project activities will be sustained beyond the lifetime of the project and how you intend to go about transferring knowledge and learning to other stakeholders, such as via training events, social media, etc. Also describe the potential for scaling up or replication. Make use of the section provided as part of the Concept Note as a starting point.



Part II – Project Budget Information

Section A - Total Project Funding Summary

Start this section by referring to the Itemized Budget spreadsheet that you prepared for the Concept Note. Update the spreadsheet based on how the project outcomes, outputs, activities and cost might have changed from those presented in the Concept Note. Ensure that each expense is categorized according to one of the budget category and sub-categories provided in the budget template. You can add sub-categories that are not already listed. As with the itemized budget for projects with implementation schedule longer than 12 months use for the Concept Note, do remember to appropriate each expense or a proportion thereof to year 1 or year 2. Once the detailed budget is done sum up the amount of all expenses for each year requested from SeyCCAT and detail those in the table provided.

Also detail all of the in-kind and cash contribution that is expected from you as the main applicant and your partners and associates and list them for each year.

Remember: Attach letters of commitment from co-financiers.

Section B - Activity-Based Budget

Make use of the template provided in the Full Proposal Template to link each of your project objective to the proposed activity and their budget. Remember to include both budget requested from SeyCCAT and those that will be contributed by the applicant and its partners and associates. Refer to the Mock Project Proposal in the Supplementary Course Material for an example.

The following important principles should be kept in mind in preparing a project budget:

- Only include in the budget costs which directly relate to efficiently carrying out the activities and producing the objectives which are set forth in the proposal. Other associated costs should be funded from other sources.
- The budget should be realistic. Find out what planned activities will actually cost, and do not assume that you will be able to make do for less.
- The budget should include all costs associated with managing and administering the project. In particular, include the cost of monitoring and evaluation.
- SeyCCAT funds should be spent according to the agreed budget. All relevant financial records should be made available, including original receipts and invoices. These may be independently audited, and may become public information.
- The figures contained in the budget information sheet should agree with those on the proposal cover sheet and in the text of the proposal.
- For auditing purposes all paperwork of the grantee should be reserved for a minimum of 3 years.

Section C - Budget categories

As you did for the Concept Note, once the detailed budget is finalised, sum up all expenses for each category for year 1. Do the same for year 2. Then complete the itemized budget table. An example is provided in the Supplementary Course Materials on how to work the budget to get it from the detailed budget format to the budget categories format.

Part III – Attachments

In this section you should include other documents that you feel would support your application. This could include:

- CVs of key project staff
- Co-financing letters
- Letters of support.
- Letters of recommendations from past projects.

Part IV – Checklist and submission

Once your project and budget has been prepared go over the checklist and make sure that you have done all that is required. Once you have answered Yes to the questions in the check list, please submit the application in Word format, not later than 5PM (Seychelles time) on to the due date advertised in the request for proposals to:

info@seyccat.org using the title of the project (or first few words) as the subject of your email. You do not need to send a hard copy. Please note, you can submit any time before the due date, you do not have to submit on that date itself.

If you are e-mailing supporting documentation separately please include in the subject line an indication of the number of e-mails you are sending (e.g. whether the e-mail is 1 of 2, 2 of 3 etc). You are not required to send a hard copy.



SECTION 5

PROJECT IMPLEMENTATION

Project Implementation

Once your project is funded you need to start implementation. That is you need to start doing the activities that you said you were going to do as part of the project. Projects that are implemented by associations or with multiple partners would usually have a Project Management Committee (PMC).

What is the role of the Project Management Committee?

The role of the PMC is to guide the implementation of the project from start to finish. The PMC is usually the decision making body and as a group it needs to provide advice, and ensure delivery of project outputs and the achievement of project outcomes. Specific tasks of the PMC would include:

- Providing oversight of project activities implementation and quality of project outputs.
- Monitoring adherence to project implementation timelines.
- Providing advice on budget use
- Identifying potential risks.
- Reviewing monitoring and evaluation reports and proposing changes to the project to address issues identified.

Who should form part of the PMC?

The members of the PMC should ideally be representative of project partners and or people who have particular skills required to implement the project or who will be making use of the project deliverables. Members of the PMC usually are not involved with implementation of project activities.

How often should the PMC meet?

Frequency of PMC meeting will depend on the type of project, the social environment and the project management team. Usually this information would have been included in the project proposal. If not then it is usually agreed upon during the first meeting of the committee.

tip...

Have a long-term schedule for PMC meetings and always keep minutes of meetings.

Review of Project implementation timeline

Sometimes, approval of projects come after the originally proposed implementation start date. It is also possible that things could have changed significantly on the field from the date that the project was submitted to when it is funded.

In these cases, it may be necessary to review the project implementation timeline so that it is realistic. This is usually done by the person responsible for project coordination or management. In projects with a PMC, the changes in implementation timeline needs to be presented to and approved by the committee.

Once the changes have been approved you will need to communicate the changes to your donor i.e. SeyCCAT or DBS in the form of an explanation letter and submission of the revised timeline. The letter should state the reason for the changes made and how they are going to affect project activities.

Project Inception meeting

In projects with multiple partners or those that have significant stakeholders' participation, it is customary to organize a project inception meeting. The objective of the inception meeting is to formally notify all team members, clients and project stakeholders that the project has begun. At the inception meeting a number of specific things are usually done and include:

- Introduction of meeting participants and team members.
- Presentation of the project including its objectives, activities, expected outputs, outcomes, assumptions, risks, budget, and implementation timeline.
- Review the timing for the implementation of different activities and how the project will unfold.
- Discuss the roles and responsibilities of the PMC and different team members, contractors or suppliers and stakeholders.
- Discuss the project's monitoring, evaluation and reporting requirements.
- Discuss the project's financial procedures, obligations, rates for work, co-financing, etc..
- Allow participants to ask questions, make suggestions and get clarifications.
- Officially launch the project.

An inception meeting can usually be concluded in one day or a few hours.

Inception

Implementing project activities

There are lots of sub-activities that needs to be done in the implementation of one project activity. At the start of the project it is important that these sub-activities are identified and that for each sub-each activity an implementation timeline is assigned along with a responsible person for leading the implementation of the sub-activity. This will usually come in the form of a detailed work plan. Below is a reproduction of part of a work plan for the first year of implementation of a SeyCCAT sponsored project on Praslin

Task	Sub-Task	Year			Lead
		M1	M2	M3	
Task 1	Sub-Task 1A				Joe
	Sub-Task 1-B				Bill
Task 2	Sub-Task 2-A				Jack
	Sub-Task 2-B				John
	Sub-Task 2-C				Joe

Assigning project roles and responsibilities

Not all project team member, partner or stakeholders will be involved in all project activities to the same extent. Consequently, a framework need to be put in place for identifying roles and responsibilities and as a result avoid confusion over those roles and responsibilities during project implementation. Roles and responsibilities is usually communicated using a RASCI assignment template. As previously explained, RASCI stands for Responsible, Accountable, Supporting, Consulted and Informed.

For each activity or even sub-activity the matrix details who (can be a person, group or organization) will responsible, who will be accountable, who will provide support, who needs to be consulted and who will be informed.

RASCI – Responsibility Assignment Template



The benefits of a RASCI matrix is that it:

- It is a visual tool which easily communicates responsibilities and involvement of different project partners and stakeholders.
- Helps to keep project on course and ensure that all activities have a lead.
- Ensures continuity when there are changes of project personnel.
- Encourages and facilitates communication among project teams and stakeholders at all levels.

Keeping on track

The project needs to stay on track in terms of deliverables, timeline and budget. The budget and timeline are ideally found in the project proposal and are easy to define in monetary terms or time. The deliverables on the other hand need to be define in terms of objective verifiable indicators (OVIs). These are direct or indirect the measures that helps to verify to what extent the objectives have been met. The targets here is to ensure that the objective has been met fully, on time and within budget.



Objective verifiable indicators

OVIs are intended to provide evidence that something has happened and they are what the success of the project will be evaluated on. These indicators are measures that are objective (such as numbers, percentages) rather than subjective (such as feelings and appearance). Objective indicators are usually specific and time bound.

In the example below the OVIs is to have catch records of 2,000 fishing days recorded in one year.

Examples

A project activity which planned to record data on catch of fishermen for 2,000 fishing days within one year would be considered as being on track if by the end of the year the database has catch data for 2,000 or 2,500 fishing days. If however by month 11, data is available for only 1,000 fishing days the activity would probably be considered as not being on track since it would be very difficult to collect data on an additional 1,000 fishing days within one month.

At the same time if the 2,000 records were collected but it costed SCR 60,000 instead of SCR 30,000 as originally budgeted, the project would be considered as being on track in terms of deliverables but not in terms of budget. Similarly, if it took 18 months to collect the 2,000 records instead of one year the project will not be on track in terms of time.

tip...

Regularly check the deliverables of each project activity against the timeline and budget. Adjust effort and expenses based on time and budget available.

SECTION 6

PROJECT MONITORING AND EVALUATION

How to monitor and evaluate your project

It is very important to follow the progress of your project and ensure that you assess how well things are going and how good/bad your results were. This will help you keep track of the 'comings and goings' in order to facilitate how you make changes to adapt. This process is called Monitoring and Evaluation or 'M & E' for short.

What is Monitoring?

To monitor is to 'check and track' how well your activities are going. It means you observe, collect and analyse information to see if you are going down the right path. Usually, monitoring is done by the project team, where they can have 'checks and balances' to follow the progress. These can be in the form of checklists or tables/logframes with the required information such as indicators, targets and goals. Monitoring can be done throughout a project, from beginning to end. A monitoring report will look similar to the example below.

Monitoring Mangrove Rehabilitation Project

Activities	Target	Status	Recom.
Plant mangrove seedlings by Nursery Team + Government agencies	1000 seedlings planted on site by end of April 2019	845 seedlings planted by end of March On track	Maintain progress
Expand storage area in nursery	Increase storage capacity in nursery by 10% by March 2019	Shipment of materials for renovation not yet in country (as of March) Delayed	Follow up on purchase order

As you monitor these two activities, you will see that the planting of seedlings are on track, but that work on the nursery is late. Therefore, more effort is needed to speed up the process. Here, the project team must act to rectify the situation.

What is Evaluation?

Evaluation is when you try to find the reason why and how your project is falling behind and/or progressing. This process is usually conducted by an external party, someone independent of the project implementation team. The independence of the evaluator helps to eliminate biases and make sure that an honest and fair review is given to the project team, to help them make the necessary changes. An evaluation can be done either half –way through a project (mid-term evaluation) or at the end of the project.

An evaluation of at the end of the project may produce the following outcomes.

Evaluation of Mangrove Rehabilitation Project

Activities	Target	Status	Reasons for achieving/Not
Plant mangrove seedlings by Nursery Team + Government agencies	1000 seedlings planted on site by end of April 2019	Achieved	Efficient nursery Team, good work flow
Expand storage area in nursery	Increase storage capacity in nursery by 10% by March 2019	Not achieved	Time constraint with shipment. Bureaucratic procedures were too long.

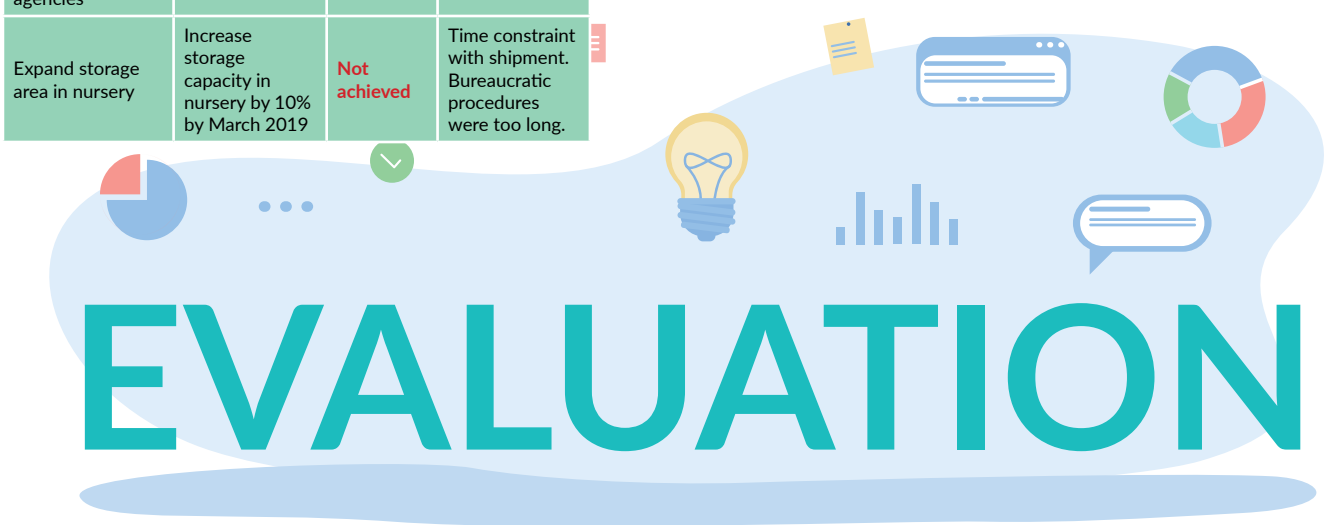
The M & E Cycle

It must be noted that if your project is small, chances are you will only evaluate at the end of the project. In this case, the evaluation serves as ‘lessons learned’ where you remember the key learning and attempt not to repeat the same mistake if you decide to do another project.

On the other hand, bigger projects (e.g. > 3 years) can allow for a mid-term evaluation. This allows you to re-plan and re-organize your projects in terms of goals and targets. Such an evaluation can even identify if the indicators are relevant and appropriate and can provide suggestions for improvement. In some cases, you may find that your indicators and targets should be revised.

When your evaluation results have produced all the answers to the **why and how** questions, you can then write a report to document your findings. This can be communicated to your donors, other project partners and the members of your organisation.

For you to complete this cycle you may need to develop and M & E Plan.



The M & E Plan

Here are some points to consider for your plan;

- **A proposed timeline:** When will you be planning on carrying out the M & E? Will it be at the end, or mid-term?
- **What questions to ask:** What are the questions you want to ask to help you know if progress is being made?
- **Methodology:** What methods are you going to use to collect your information when you want to monitor and evaluate.
- **Expected results:** What results are you expecting from your project? This will help you compare if you are on the right track and is especially useful for the monitoring team.
- **Who will implement:** Who will be doing the monitoring? Will that be any specific team member? What about the evaluator? How will that person be chosen? Adverts? Tender process?
- **Data Storage:** Where do you want to keep the project data so that both the monitoring team and the evaluator can get access to necessary information?
- **Reporting:** Once you have the M&E findings, how will you report it? To whom will you present the findings? E.g. donors, stakeholders and internal staff members to ensure project improvement, transparency and data-driven decision making.

Preparing for M & E

In order to prepare for M & E a project needs to have the following in place:

- Communicate the reason and benefits of M & E to all project partners and stakeholders.
- Prepare a schedule appropriate to all those that will participate in M & E.
- Ensure that the methods for M & E is clear and is understood by all.
- Project's data, expenditures, reports and other deliverables for available verification.
- A structure to incorporate the results of M & E in current and future projects.
- A plan for dissemination of M & E results to project partners and stakeholders.



SECTION 7

PROJECT COMMUNICATION, EDUCATION AND AWARENESS (CEA).

Designing CEA Campaigns

Communication, education and awareness are important components of most projects. This is especially true for projects that are targeting behavioural changes. Effective communication usually leads to better project management as it reduces the probability for misunderstanding. Education and awareness imparts knowledge and sensitise people so that they become more aware of what is happening around them. Greater awareness can lead to more involvement.

To communicate project results and broaden project impacts, project implementers usually design communication, education and awareness strategies and plans. The aim of the CEA strategy is to provide a framework for delivering the CEA needs of a project. It helps to set the general directions for CEA. The CEA plan on the other hand is a detailed proposal containing intended actions through time.

In coming up with a CEA strategy it is important to have a clear idea of the purpose of CEA and what is the target audience, the objectives and intended outcomes. Understanding these variables will allow better targeting of messages.

An example of a CEA project Strategy could be “To make the fishermen of Praslin and La Digue more conscious of the need to collect their own fisheries catch data”.

While the simplest form of a plan can be in the form of a table like below. Such a plan could also include more details such as budget, responsible person(s), indicators, etc..

Below are some types of type of actions that can be included in ECA plans.

Meetings and workshops: Organizing meetings and workshop to touch base and get opinions of stakeholders will provide an opportunity for face-to-face interactions. Consider appropriate spacing between events to prevent stakeholders from getting bored or annoyed with too many events.

Documentaries: Tv documentaries are powerful tools that can serve multiple functions at the same time. Documentaries can educate, entertain, question, inform, persuade as well as defend.

Emails: For the stakeholders and project partners who use emails, this could be a great way to communicate, especially for lengthy worded messages or for sending attached documents. This also helps save printing costs. Posters, banners, billboards: Large format printing are powerful tools of communication, especially in large and busy areas.

Articles: Either published online or in print, articles are great way of reaching a wide audience. These can be very short and brief or long and detailed.

Social Media: Social media has taken the country by storm and is probably one of the most efficient ways to get your messages out there. Creating a post of Facebook, along with a picture and important messages, you will be sure to reach the majority of stakeholders and partners, if not all of them. Consider WhatsApp, Twitter, Instagram, snapchat!

Advertise on radio and TV: If your project has sufficient funding, placing adverts on TV and radio can be a great way for informing the community about an event you are organizing. SBC charges reduced rates for non-profit organisations. Contact the TV and radio stations for help with placing adverts.

Websites: consider having a website. There are free templates available online and sites that will host your website for free or very cheap.

Target	50 fisher men attending workshop.	Documentary broadcasted 3 times on TV.	Average of 500 reactions per post.	20 interactions of fishermen's friends and family members per session.
When	Month 1 of project.	Month 2 of project	At least one message per fortnight.	Once per month in Month 1, 2 and 3.
How	Workshop to discuss need for community based data collection.	Documentary on limitation of fisheries management in data poor fisheries.	Social media messages on fisheries data collection.	Radio call in about supporting fishermen in data collection.
Target audience	Line and trap fishermen on Praslin and La Digue.			Families and friends of fishermen.
Messaging	Your catch data is the best indication of fish stock status.			Your fisheries data have value and it worth keeping a record.
Outcome	Fishermen aware of the benefits of collecting their fisheries catch data.			Family members of fishermen encouraging fishermen to collect their own fisheries data.

Implementing communication, education and awareness strategies and campaigns

Once you CEA plan is made, funded and has an implementation schedule it is now time to start implementation. A successful ECA is one which has achieved its set objectives. To achieve these objectives it is important that these points are taken into consideration when designing or delivering communication materials/messages.

Credibility: Information given during the campaign should be credible. Credibility is related to the perception of the audience's perception of the source of information or that of the person communicating the message.

Timing: It is important that the right time is selected for different activities. For example, social media post should be distributed at all stages of project implementation not just the start or end.

Message structure: Messages must be formulated based on the expected response. Message that creates awareness tend to be short, memorable and catchy. Messages about more complex topic will tend to be more detailed.

Message level: The level at which the message is aimed should be relevant to the audience. For example, fishermen to have high level of appreciation about the diversity of fish in the fishery however they may be unaware of amount of time that it may take a stock to recover. The latter topic might thus be of interest to them especially if it is specific e.g. for a particular species.

Message organisation: Ideally message should be organised in a logical manner to facilitate understanding. Messages addressing strengths may also want to establish weaknesses, threats or even opportunities. Messages addressing problems should also address solutions.

Message delivery: Message should be delivered according to the audience. E.g. messages aimed at children should preferably be colourful and short. Those aimed at decision makers should be address issues, their severity, available options and recommendations.

Message reinforcement: With most messages it is not adequate to only say it once. The right frequency of repetition needs to be determined as too high a frequency may cause annoyance.

Communication channel: The channel for communicating a message as part of an ECA plan needs to be decided based on the reach of the medium (i.e. how many people will see the message) for the target audience and its appropriateness for the content. For example, a well-placed poster will probably be seen by many people but it is not appropriate for providing training instructions.

tip...

Review your ECA plan regularly and adjust activities and timing as necessary.

Tips for organising Public Meetings

One of the best ways to get your campaign going is to have public meetings (kozri/pti rankont). Having interactions with the wider public brings hands-on experience with getting to know their inputs, feelings and perception. In preparing for your meeting, keep in mind the following tips:

1. **Know why you are having a meeting in the first place:** Be clear about your purpose and reasons for reaching out. Do not send mixed messages or contradict your actions.
2. **Plan in advance:** Being organized is a prime quality to have and demonstrates that you are serious about your cause. Plan logistics in advance and ensure that you invite key stakeholders. You do not want to leave anyone out.
3. **Book your venue:** Find a convenient and reasonable venue for your meeting and remember to book it! Forgetting a little detail like this can be catastrophic!
4. **Invite the media:** Get the coverage you need to broadcast your messages.
5. **Advertise sufficiently:** Be sure to place your adverts well in advance, with enough repeats to capture the attention of the public.
6. **Get a good sound system:** Meetings are not efficient if no one can hear what is going on. Organise for a sound system if needed to make sure that everyone can hear what is being said.
7. **Make it fun:** If you have funds, organize refreshments for participants and encourage interaction after the meeting. Make it fun and lively!

Tips for organising workshops

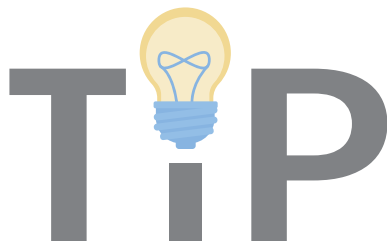
If you want to communicate skills and ideas to interested parties, having a workshop is a very good way to do so. Communicating knowledge on a 'one on one' basis is an efficient tool to transfer skills from person to person. In the fishing community, workshops can even take place out in the field, instead of staying in a conference room. Here are a few things you need to think about when preparing for a workshop:

1. **Pick a topic** that is interesting for a good number of people.
2. **Select a good facilitator** who is passionate, experienced and knowledgeable.
3. **Choose your venue wisely** – where your participants and facilitator will be comfortable.
4. **Circulate an agenda** to provide an overview of what are the topics that will be covered in the workshop. This should the schedule as well as date, time and venue.
5. **Ensure that you provide food** and refreshments for your participants. This will encourage participants and also help them stay with the group.
6. **Get the word out:** Advertise by use of the media, posters, and word of mouth. Tell the media by sharing your story. If they cannot cover the event on the day, send them an article that they can publish
7. **Plan ahead** and make sure you have all of the materials you need: paper, markers, laptop, projector, extension cord, etc.
8. **Be Inclusive:** Invite as many different actors as possible. Be polite and pleasant and show cooperation. Remember, **NO MAN IS AN ISLAND!**

Tips for getting media attention

Getting the media to cover your events requires a few steps:

1. **Write a “media advisory”** and send it to them all via email, about one week in advance. As the date gets closer, you should send it again as a reminder. Always follow up if you do not get any feedback. Do not simply assume they have received your message and that they will show up.
2. **Write a press release** or a short article and send it to them so that they can publish it. This will help you get the coverage you need even if they are unable to come that day.
3. **Find a designated person/** spokesperson who will give an interview and explain the event. Be sure to prepare that person well to ensure that he/she is ready to give the interview. Equip this person with a few copies of the media advisory and event program to give to the journalists, to help them write their article and get the true and accurate facts.



Example of Media Advisory

Praslin FISHING Fiesta SUNDAY 14th APRIL, 2019

On Sunday, 14TH April 2019, Praslin will host its second “Fishing Festival”. The event is being organised by the Praslin Fisherman’s Association (PFA) in collaboration with the XXXXXX.

The aim of the Fishing Festival is to celebrate the importance of fishing to our culture and livelihoods in Seychelles and to launch our awareness campaign. The festival programme includes a fishing competition, traditional knowledge exhibitions and activities, ‘Pirog’ race, music and sale of food and drinks. Anyone who wishes to participate in the boat categories should contact xxxx on tel 221-50899 by Wednesday, 6th April to register in advance. There are some great prizes to be won!

WHAT: Praslin Fishing Fiesta

WHEN: Sunday 14th April, 11am till dark

WHERE: PFA Fish Market

CONTACT: xxxxtel. 251-5019 name@gmail.com

Tips for conducting public surveys

Planning certain project activities may often lead to public involvement or interactions. It is very important to get an idea of what the public out there thinks about your project activities or how they feel about the project results. A survey may even help you to know if they are even aware of your project.

Know what the public is feeling/ thinking

The Quick way.....

Quick survey – Prepare 3-4 questions and ask some of your members to go informally around the community asking for people's input. Ensure to get a good balance between males and females, ages and backgrounds. In most cases, people prefer if you ask them the questions and write their answers rather than asking them to fill in survey form. Interview about 50 people if you can, then group and count up their answers.

Post a question on Facebook – If you have a Facebook page, you can just ask a question and review the answers through the posts you get as replies.

..... the long way round!

Sometimes your project may require a deeper insight from the public. This involves more questions, takes longer to complete and is a bit more demanding. However, getting to know the real impact of your work is very satisfying!

You will need a team of people to do the survey, and a dedicated volunteer to analyse all of the results and write a report. The results can be presented to the your organization and used to guide your action plans.



SECTION 8

PROJECT LEARNING

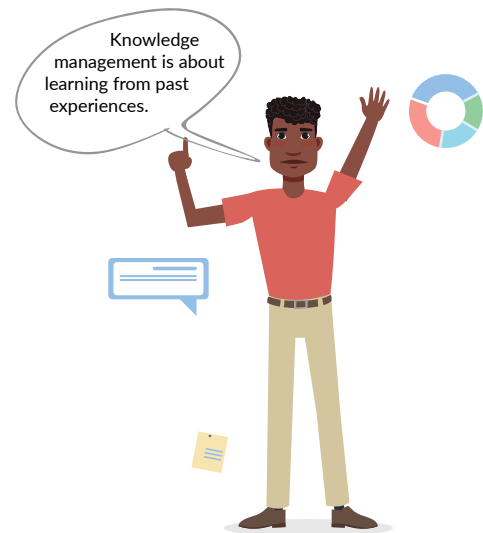
Knowledge Management

What is Knowledge Management?

Knowledge Management (KM) is an organized approach that allows you to capture, distribute, and make better use of knowledge within your organization.

In the field of KM, there are two main types of knowledge.

- 1. Explicit Knowledge:** This is the type of knowledge or skills that can easily be understood and passed on from person to person. It can be anything from a written manual, document, report, poster etc. We often call this type of knowledge 'formal' or 'codified' knowledge.
- 2. Tacit knowledge:** This is the type of knowledge that the individual members of an organization have and it is very difficult to teach and transfer to others. It includes experiences, professional know-how, insights and intuitions (eg; traditional fishing techniques).



What are the benefits of Knowledge Management?

From an organizational perspective there are plenty of benefits that can be obtained from effective management of knowledge. Some of these benefits include:

- Secure knowledge that could get loss with time or people movement.
- Creates a record of past actions that can be used for future learning and capacity building.
- Encourage sharing of information and improve communication within organization and with external partners.
- Faster problem solving.
- More rapid and effective decision making.
- Increase rate of innovation.
- Improved business processes and mode of operation.
- Improved organizational agility.

Benefits Knowledge Management

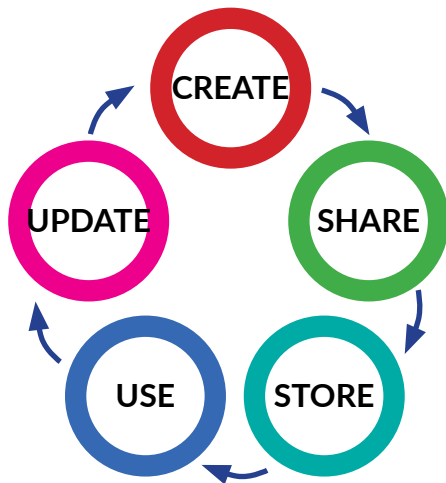
How do we manage knowledge?

The way we secure and manage knowledge from our projects is an essential part in project planning. Once you have a project up and running, it is important to have a system in place, to help document and keep the wealth of information emerging from your projects. This does not have to be complicated, it can just be the keeping on a computer or physical file (or container) the project materials, pictures, videos, data and reports. The important thing to remember is to capture information and to document and store it in a manner that is accessible. This is usually done through a Knowledge Management System.



LIFE CYCLE OF KNOWLEDGE MANAGEMENT

There are four steps in managing knowledge. Consider the Knowledge Management Life Cycle below



Step 1

Create knowledge: Your project is the platform that provides you with the knowledge that you need to capture. During implementation, make sure you document everything that comes out of it, be it experience, scientific results or minutes of meetings. Knowledge creation can be done through undertaking research, reviewing documents, analyzing data, writing reports, recording interviews, filming activities, producing posters, etc..

Step 2

Share knowledge: As you gather knowledge, it is important that you share your results of project implementation. Share what you know with your project partners and stakeholders, through a variety of forms such as meetings, workshops, traditional media, social media, etc.

Step 3

Store your knowledge: Now that you have knowledge in your possession, ensure that you keep a record of your project results, through documentation. Keep an electronic database and a small library for hard copies if possible. It is important to remember that members in possession of know-how and experience (tacit) serve as a knowledge base. So keep them engaged and involved. If they go without teaching anything to anyone, so does the knowledge!

Step 4

Use the knowledge: If you have it, you use it! Make use of the knowledge you have gained or created to improve your current project or future ones. It can be by better selection of activities to implement or indicators to measure impacts or the allocation of more appropriate budget or mode of implementation.

Step 5

Update knowledge: Review what you know. Is it still applicable? Is there any additional knowledge that can be added to the system? If yes, go back and update the knowledge. After all, we never stop learning! This can be done through discussions, revising of guidelines, procedures, manuals and mode of implementation.

Cycle
Continuous
Management

Challenges to Knowledge Management

Managing knowledge can be a challenge. Here is a list of things to consider:

- **Getting into the habit:** Documenting and storing knowledge can often be monotonous and boring and surely takes some getting used to. If you are not used to having a KM system in place, it may take a while to get into the habit. Remember, dedication is key and Knowledge is Power. Start today!
- **Security and copy- rights:** If you use published knowledge without acknowledgement, this can sometimes be an issue, especially when sharing information. However, your shared information can be protected from unauthorized use.
- **Measuring knowledge:** It is often difficult to measure knowledge. It is best to focus on the purpose of knowledge rather than quantifying it (See traditional knowledge).
- **Finding a 'keeper' and a 'house':** Choosing who is the person responsible enough to oversee and keep all this information is a crucial point to consider. You may also want to think about the location of the databases or library to ensure that the data is well-kept and can be accessed accordingly.
- **Actual Sharing of Knowledge:** How to share the information should be determined based on what is most practical for your organisation. You will need to choose a method that best suits your organisation, whether it is by email, posters, published articles or workshops and meetings

Capturing and transferring Traditional Knowledge

Fishing has been an integral part of our culture, traditions and livelihood for generations. Unfortunately, many of our traditional fishery knowledge is now lost. During disasters and economic disruptions, we are often reminded that keeping our traditions alive could very well be the way we safeguard our food security. To this end, your project and organisation can help in ensuring that traditional knowledge is passed on from one generation to the next for long-term sustainability.

Here are a couple of things to consider:

Merge the old and young generations together:

Spending time alongside one another will lead to more exchanges and first-hand experience.

Collaborate: Seek the involvement of partners that can help with this knowledge transfer. For example collaborate with historians, fishermen, schools and fishing enthusiasts.

Document and record: Keeping records is a crucial part in safeguarding traditional knowledge. Traditional knowledge can be captured in the form of audio recordings, videos, photos, booklets and other written documents. Remember, that it is important to gather both tacit and codified knowledge.

Launch an awareness campaign: There are members of the public out there who are equally interested and intrigued by the past and current traditions. A well-organized executed campaign is a good way to make your voice heard and ensure that inter-generational exchange.



Learning Indicators

In order to learn from your projects, there need to be ways to track if and how 'learning' is actually taking place. Using what we call 'learning indicators' does this. A learning indicator is defined as a clue, sign or marker that shows that knowledge created or gained through project implementation is being used future project outcomes. Examples are provided in Table 1.

You should keep in mind that indicators are usually classified into two main groups: 1; Quantitative (which refers to how much and how many) and 2) Qualitative (which refers to observations and perceptions)

Quantitative Indicators

Measured by unit, number or quantity and usually relates to outputs

Qualitative Indicators

Measured by observations and perceptions and usually relates to Outcome / Performance Indicators)

What indicators can your project use to track if learning is taking place?

Indicator	How do you verify?
Quantitative	
Number of KM documents created	Count how many posters, articles, reports and other documents that are produced
Number of times a KM documents is requested by others	Check your log book to see how many times people have requested for the document
Qualitative	
Increase in consumer education and awareness about sustainable fisheries	A survey that assess consumer awareness on local fishery products.
Increase in information up-take from external community	A survey that assess information uptake from the general public

Lessons learned

What can your project teach you?

In project management, you will often come across the term 'lessons learned'. This is simply the knowledge gained from a project that should be used as a lesson for future projects. Generally, lessons learned should ideally reflect both the positive and negative experiences of a project. By learning what works and what does not work, you and your team can make necessary adjustments to the project and improve on future decision-making.

Capturing lessons learned

For the majority of us, learning occurs from our own project experiences as well as the experiences of others. One thing to remember is to that lessons learned from any project, should involve and include all stakeholders, be it project managers, team members and leadership. Lessons can be identified at any point during the project and learning occurs on every project. Below is an overview of the basic learning processes that could be applied to your projects. There are five (5) main elements to consider: identify, collect & document, analyze, store, retrieve.





A generic representation of the lessons learned process.

Modified from Weber, R., Aha, D., and Becerra-Fernandez, I. Categorizing Intelligent Lessons Learned Systems. Intelligent Lessons Learned Systems: Papers from the AAAI Workshop (Technical Report AIC-00-005). Aha, D.W. and Weber, R. (Eds.) pp. 63-67. Washington, DC: Naval Research Laboratory, Navy Center for Applied Research in Artificial Intelligence, 2000.

The below provide a summary for each step of the process for capturing learning.

Step 1: Identify lessons learned

- State purpose & objectives (why are we doing this assessment)
- Select your team (who are the people who will be part of the team)
- Decide on methods and product (how will they collect the information and how will they report on it)
- Who will read your report once it is finished?

Step 2: Collect and document lessons learned

- Collect Information
- Conduct a lessons learned sessions
- Write a report to document the lessons learned.

Step 3: Analyze lessons learned

- Was it right to do the project/ Would you do it again?
- What went well? What did not?
- Were the right people involved?
- Are there additional actions that could enhance the benefit?
- Was the money well spent?
- Will we do it again?

Step 4: Store lessons learned

- Keep files and records of your lessons learned
- Designate a team responsible for the record keeping
- Ensure that others get access to the reports

Step 5: Retrieve & disseminate lessons learned

- Locate and find the reports from record keeping area
- Share the lessons learned with all project team members

Conducting lessons learned sessions

At one point, you may want to consider grouping up and gathering everyone involved in your project for a lessons learned sessions. The main aim of such a session is to identify project successes and failures. This also includes recommendations to improve future performance on projects.

Here are some things you should consider when preparing lessons learned sessions.

Choosing a Facilitator

Similarly to conducting an evaluation, it is important to limit biases. Therefore, it is recommended that someone other than the project manager facilitate the sessions. It is up to the facilitator to ensure that key documents and project survey results are reviewed. He/she should then prepare a list of questions specific to the project and should always ask the three key questions;

- What went right?
- What went wrong ?
- What needs to be improved?

Preparing for the session

As with most sessions, it is advisable if preparations are made in advance. One very useful preparation method is to have a project survey form. This survey will help the participants to be better prepared to respond during the lessons learned session and will also give them the opportunity to provide input if they are unable to attend.

It can also be useful to have categories of issues that needs to be discussed. Some standard categories include project management, resources, technical, communication, business processes, requirements,

implementation and external areas. If you are new to Project Management, it may be easier to begin with a few categories such as project management, resources, technical and external areas and then add more categories as needed. Using of categories will help better organize the structure of the sessions and ensure that key information is not missed.

Reminder : Why capture lessons learn?

It is basically to answer these questions so that you are more effective and efficient next time;

- Was right to do the project/ Would you do it again?
- What went well? What did not?
- Were the right people involved?
- Are there additional actions that could enhance the benefit?



SECTION 9

PROJECT REPORTING

Project reporting

Project reporting is an essential part of project implementation. Apart from communicating results achieved to other team members and project stakeholders, project reports can also be used to monitor budget, timelines, mitigate risk, secure decisions and improve project planning.

SeyCCAT BGFs require the submission of an interim (mid-term or 6 months, whichever is less) and annual report.

The reporting should be done using the SeyCCAT Reporting Template. Note that this template may change from time to time and that you should use the most recent one for your report. The template can be found on the SeyCCAT's webpage. Note that there are certain differences between the template for the interim report and the one for the final report. Make sure that you use the appropriate one. Below we provide guidance on how to prepare an interim report according to the different headings listed in the SeyCCAT Reporting Template. Refer to the Mock Interim Report in the Supplementary Course Materials if you would like to see a completed report.

tip...

Always use the template provided for reporting and stick to the information requested and word limit set.

SeyCCAT Narrative Reports

Cover page

On the cover page include the project title, project lead, project partners, date, report type (interim or final), logos of project organisations and SeyCCAT, and a minimum of one project photograph.

Executive Summary

In this section provide a brief background of the project and its main objectives. These information can be obtained from the approved Concept note or Full proposal. Also to include in this section are information on major changes that might have happened. Make sure to highlight your successes and accomplishments as well as difficulties encountered and list the lessons learned. The executive summary should not be more than one page.

Activities and results

Make use of the blank table provided to report on your progress. Take each objective in turn and for each activity provide a description of work undertaken during the reporting period, the deliverables produced, the performance indicators, mode of verification, and a status of the activity i.e. whether it is yet to be started, started, or completed. In the last column of the table you should also indicate if you are facing any difficulty to implement a said activity.

List of activities to be implemented in the next reporting period

Make use of the blank table provided to report on your progress. Take each objective in turn and for each activity provide a description of work undertaken during the reporting period, the deliverables produced, the performance indicators, mode of verification, and a status of the activity i.e. whether it is yet to be started,

started, or completed. In the last column of the table you should also indicate if you are facing any difficulty to implement a said activity.

Research and Scientific Results

This section should only be completed by projects which are undertaking research. Here, you should discuss the research activities that you have been undertaking. The research activities should be linked to specific aims stated in your application. Take this opportunity to list any areas where changes might be required for the implementation of the project. List any scientific outputs produced or bring prepared, conferences attended and presentations made.

Financial performance

The detailed financial reporting should be done in the SeyCCAT Excel Reporting Template. Start by summarising your expenditures for the reporting period according to the different sub-categories detailed in your budget. Then use this information to complete the SeyCCAT Excel Reporting Template. Once this is done follow the guidelines laid down in the SeyCCAT Reporting Template to write a narrative about your financial performance. The important elements that SeyCCAT will be looking for here is whether there are any over or underspending for different activities and whether the expenditures are legitimate. The Excel report should be sent to SeyCCAT along with the narrative report. A mock SeyCCAT financial report using that template is also part of the Supplementary Course Materials. Note that it is important to keep detailed records of all expenses made. All invoices and receipts should be put in a file and be made available to SeyCCAT or their agents upon request. If there are any changes to project activities which affects the budget, an Excel spreadsheet with the proposed budget revision using the SeyCCAT template should be prepared and sent to SeyCCAT.

Environmental and social safeguard

This section should be completed by projects that were required to prepare an environmental and social management plan. Briefly describe your level of compliance with the environmental and social management plan and describe any issues that you have encountered.

Beneficiaries/ affiliated entities, trainees and other cooperation

In this section you should describe the partnerships and synergies that your project has been able to develop. This is where you should also discuss the involvement of women and youths in your project, whether any awareness materials have been produced and whether there are any intellectual property issues. Refer to the requirements listed in the SeyCCAT Reporting Template and ensure that all elements are covered.

Conclusion and recommendations

In this section, you should provide a general overview of project progress and whether it is satisfactory. Provide recommendations on things that can be done to improve project performance and address challenges. Use this section to identify whether any risks that were identified in the project risks matrix caused any constraints and provide details of lessons learned. Once again, refer to the requirements listed in the SeyCCAT Reporting Template and ensure that all elements are covered.

Annexes

Your annex should include the following:

- A financial report as per the SeyCCAT Financial Report template.
- An itemized list of project expenditures.
- A document containing photos of the implementation of project activities.
- Copies of any reports, training materials and other documents produced by your project.

tip...

Start working on your report at least 2 weeks before it is due and ensure that all reports are submitted on time and using the report template provided. As much as possible stick to the word limit provided for each section.

SECTION 10

GLOSSARY OF TERMS

A-B

Adaptation: The process of change by which an organism or species becomes better suited to its environment.

Agency: A business or organization providing a particular service on behalf of another business, person, or group.

Aquaculture: The farming of fish, crustaceans, molluscs, aquatic plants, algae, and other organisms.

Asset: Any resource owned by the business. An asset represents value of ownership that can be converted into cash.

Assumption: Something that is accepted as true or as certain to happen, without proof.

Biodiversity: Biodiversity is the variety and variability of life on Earth. It is typically a measure of variation at the genetic, species, and ecosystem level.

Biomass yield: The ratio of the amount of biomass produced to the amount of substrate consumed (g biomass/g substrate).

Blue economy: The sustainable use of ocean resources for economic growth, improved livelihoods, and jobs while preserving the health of ocean ecosystem.

Budget: An estimate of income and expenditure for a set period of time.

Business expansion: A business strategy in which growth is obtained by increasing the number of stores in which customers can buy a company's products and services.

Business model: A plan for the successful operation of a business, identifying sources of revenue, the intended customer base, products, and details of financing.

Ca - Co

Call for proposals: A document issued by companies or organizations inviting qualified vendors (or service providers) to bid for an available project or program.

Capacity building: The process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs competently.

Capital expenditure: The money an organization or corporate entity spends to buy, maintain, or improve its fixed assets, such as buildings, vehicles, equipment, or land.

Cash flow: The total amount of money being transferred into and out of a business, especially as affecting liquidity.

Check list: A list of items required, things to be done, or points to be considered, used as a reminder.

Civil Society Organisation: A group of people which operates in the community, in a way that is distinct from both government and business.

Climate Change: A change in global or regional climate patterns, in particular a change apparent from the mid to late 20th century onwards and attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels.

Closing balance: The amount remaining in an account within your chart of accounts, positive or negative, at the end of an accounting period or year end.

Co-financing: The act or practice in which two different lenders agree to finance a single project for a borrower.

Compliance: Conforming to a rule, such as a specification, policy, standard or law.

Co - D,E

Concept note: A short proposal containing a brief description of a project and the objectives to be pursued.

Concessional loan: A loan that is given on terms substantially more generous than market loans. The concessionality is achieved either through interest rates below those available on the market or by longer grace periods, or a combination of these.

Cultural identity: The identity or feeling of belonging to a group. It is part of a person's self-conception and self-perception and is related to nationality, ethnicity, religion, social class, generation, locality or any kind of social group that has its own distinct culture.

Cumulative impacts: Changes to the environment caused by the combined impact of past, present and future human activities and natural processes.

Curriculum vitae (CV): A brief account of a person's education, qualifications, and previous occupations, typically sent with a job application.

Data: Characteristics or information, usually numerical, that are collected through observation.

Deficit: The amount by which something, especially a sum of money, is too small.

Diversification: The process of a business enlarging or varying its range of products or field of operation.

Dividend: A payment made by a corporation to its shareholders, usually as a distribution of profits.

Ecology: A branch of biology concerning interactions among organisms and their biophysical environment, which includes both biotic and abiotic components.

Economic yield: The earnings generated and realized on an investment over a particular period of time.

Ec - Ex

Eco-tourism: A form of tourism involving visiting fragile, pristine, and relatively undisturbed natural areas, intended as a low-impact and often small scale alternative to standard commercial mass tourism.

Effectiveness: The degree to which something is successful in producing a desired result; success.

Employee: A person employed for wages or salary, especially at non-executive level.

Enforcement: The act of compelling observance of or compliance with a law, rule, or obligation.

Enterprise: A business or company.

Environmental impact: Any change to the environment, whether adverse or beneficial, wholly or partially resulting from an organization's activities, products, or services.

Environmental safeguards: Measures and processes put in place to effectively manage environmental risks and enhance positive environmental impacts of a project or operation.

Evaluation: A systematic determination of a subject's merit, worth and significance, using criteria governed by a set of standards.

Executive summary: A short document or section of a document produced for business purposes. It summarizes a longer report or proposal or a group of related reports in such a way that readers can rapidly become acquainted with a large body of material without having to read it all.

Expense: An outflow of money to another person or group to pay for an item or service, or for a category of costs.

Ex - F,G

Exploitation: The action of making use of and benefiting from resources.

Fishery: An activity leading to harvesting of fish. It may involve capture of wild fish or raising of fish through aquaculture.

Fisheries co-management: An arrangement where responsibility for resource management is shared between the government and user groups and is considered to be one solution to the growing problems of resource over-exploitation.

Fishing gear: A tool used to capture marine/aquatic resources.

Fish catch: Catches of fishery products including fish, molluscs, crustaceans and other aquatic animals, residues and aquatic plants, that are taken: for all purposes (commercial, industrial, recreational and subsistence)

Fish processing: The processes associated with fish and fish products between the time fish are caught or harvested, and the time the final product is delivered to the customer.

Fish stock: All fish belonging to a given species that live in a particular geographic area at a particular time, that is, all individuals actually capable of interbreeding.

Food security: A measure of the availability of food and individuals' ability to access it.

Goals: High-level statements that provide the overall context for what the project is trying to accomplish.

Governance: The way that organizations or countries are managed at the highest level, and the systems for doing this.

G - I

Grant: A quantity of money (financial assistance), given by a government, organization, or person for a specific purpose. Unlike a loan, you do not have to pay back the money.

Gross profit: The profit a company makes after deducting the costs associated with making and selling its products, or the costs associated with providing its services.

Habitat: In ecology, a habitat is the type of natural environment in which a particular species of organism lives. It is the A species's habitat is those places where the species can find food, shelter, protection and mates for reproduction.

Incidental catch: The part of the catch which was not originally targeted, but was caught and retained anyway. In-kind: Goods, services, and transactions not involving money or not measured in monetary terms.

Input control: Restrictions put on the intensity of use of gear that fishers use to catch fish.

Insurance: An arrangement by which a company or the state undertakes to provide a guarantee of compensation for specified loss, damage, illness, or death in return for payment of a specified premium.

Interest rate: The amount charged on top of the principal by a lender to a borrower for the use of assets.

Investment: A monetary asset purchased with the idea that the asset will provide income in the future or will later be sold at a higher price for a profit.

Investor: A person or organization that puts money into financial schemes, property, etc. with the expectation of achieving a profit.

J - M

Joint venture: A commercial enterprise undertaken jointly by two or more parties which otherwise retain their distinct identities.

Key Performance Indicator: A measurable value that demonstrates how effectively a company is achieving key business objectives.

Leadership: The action of leading a group of people or an organization.

License: An official permission or permit to do, use, or own something.

Livelihood: A means of securing the necessities of life.

Loan: Something that is borrowed, especially a sum of money that is expected to be paid back with interest.

Logbook: A book in which someone records details and events relating to something, for example a catch, a trip, or an unusual observation.

Management: A set of principles relating to the functions of planning, organizing, directing and controlling, and the application of these principles in harnessing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals.

Manual: A book giving instructions or information on how something is to be done.

Mission statement: A formal summary of the aims and values of a company, organization, or individual.

Market analysis: The activity of gathering information about conditions that affect a marketplace.

M - Na

Market segmentation: The activity of dividing a broad consumer or business market, normally consisting of existing and potential customers, into sub-groups of consumers based on some type of shared characteristics.

Market targeting: A process of selecting the target market from the entire market.

Marketing strategy: A long-term, forward-looking approach to planning with the fundamental goal of achieving a sustainable competitive advantage.

Media: The plural of medium, refers to the communication channels through which we disseminate news, music, movies, education, promotional messages and other data.

Mitigation measures: Means to prevent, reduce or control adverse environmental effects of a project, and include restitution for any damage to the environment caused by those effects through replacement, restoration, compensation or any other means.

Monitor: Observe and check the progress or quality of (something) over a period of time; keep under systematic review.

Narrative: A story or a description of a series of events.

Natural capital: The world's stock of natural resources, which includes geology, soils, air, water and all living organisms.

Natural mortality: The removal of fish from the stock due to causes not associated with fishing. Such causes can include disease, competition, cannibalism, old age, predation, pollution or any other natural factor that causes the death of fish.

Ne - P

Net Present Value: The value in the present of a sum of money, in contrast to some future value it will have when it has been invested at compound interest.

Non-Governmental Organisation: An organization that is independent of any government.

Nursery habitat: A subset of all habitats where juveniles of a species occur, having a greater level of productivity per unit area than other juvenile habitats.

Nurture: Care for and protect (someone or something) while they are growing.

Opening balance: The amount of money in a company's account that is brought forward at the start of an accounting period.

Operational expenditure: An ongoing cost for running a product, business, or system. Its counterpart, a capital expenditure, is the cost of developing or providing non-consumable parts for the product or system.

Opportunity: A time or set of circumstances that makes it possible to do something.

Output control: Direct limits on the amount of fish coming out of a fishery.

Outreach: An effort to bring services or information to people where they live or spend time.

Parastatal Organisation: A company, agency, or intergovernmental organisation, that possesses political clout and is separate from the government, but whose activities serve the state, either directly or indirectly.

Policy: A set of ideas or a plan of what to do in particular situations that has been agreed to officially by a group of people, a business organization, a government, or a political party.

P - R

Positioning: A marketing concept that outlines what a business should do to market its product or service to its customers, created through the use of promotion, price, place and product.

Principle: A proposition or value that is a guide for behaviour or evaluation.

Product: An object or system made available for consumer use; it is anything that can be offered to a market to satisfy the desire or need of a customer.

Profit and loss statement: A financial statement that summarizes the revenues, costs, and expenses incurred during a specified period, usually a fiscal quarter or year.

Project duration: The number of calendar periods (days, weeks, months, years) it takes from the time the execution of element starts to the moment it is completed.

Protected area: A location which receives legal protection as a result of its recognized natural, ecological or cultural values. Certain activities within these areas are controlled or prohibited.

Public-Private Partnership: A cooperative arrangement between two or more public and private sectors, typically of a long-term nature. It involves collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects.

Receivable: Legally enforceable claims for payment held by a business for goods supplied and/or services rendered that customers/clients have ordered but not paid for.

Recruitment: The number of fish surviving to enter the fishery or to some life history stage such as settlement or maturity.

Re - S

Regulation: A law, rule, or other order prescribed by authority, especially to regulate conduct.
Repayment period: The period during which the debt obligation is to be repaid.

Replication: The act of making or doing something again in exactly the same way, or something that is made or done in this way.

Requirement: Something that is compulsory; a necessary condition.

Resilience: The capacity to recover quickly from difficulties

Resource: A stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively.
Risk: The potential for uncontrolled loss of something of value.

Salary: A form of payment from an employer to an employee, which may be specified in an employment contract.

Service: A transaction in which no physical goods are transferred from the seller to the buyer.
Shareholder: An individual or institution that legally owns one or more shares of stock in a public or private corporation.

Small-scale fisheries: Traditional fisheries involving fishing households (as opposed to commercial companies), using relatively small amount of capital and energy, relatively small fishing vessels (if any), making short fishing trips, close to shore, and mainly for local consumption.

Social safeguards: Measures and processes put in place to effectively manage social risks and enhance positive social impacts of a project or operation.

S - T

Stakeholder engagement: The process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions.

Strategic objective: A long-term organizational goal that helps to convert a mission statement from a broad vision into more specific plans and projects.

Subsidy: A form of financial aid or support extended to an economic sector generally with the aim of promoting economic and social policy.

Supplier: A person or organization that provides something needed such as a product or service.

Supply chain: The sequence of processes involved in the production and distribution of a commodity.

Surplus: An amount of something left over when requirements have been met; an excess of production or supply.

Surveillance: The monitoring of behaviour, activities, or information for the purpose of influencing, managing or directing.

Sustainability: Avoidance of the depletion of natural resources in order to maintain an ecological balance.

Target market: A group of customers within a business's serviceable available market at which a business aims its marketing efforts and resources.

Tax: A compulsory financial charge or some other type of levy imposed upon a taxpayer by a governmental organization in order to fund various public expenditures.

Template: A file that serves as a starting point for a new document. When you open a template, it is pre-formatted in some way.

T - W

Theme: The subject of a talk, piece of writing, exhibition, etc.; a topic.

Traceability: The capability to trace something. In some cases, it is interpreted as the ability to verify the history, location, or application of an item by means of documented recorded identification.

Transparency: Operating in such a way that it is easy for others to see what actions are performed.

Trial: Test (something, especially a new product) to assess its suitability or performance.

Utilities: Something useful to the home such as electricity, gas, water, cable and telephone.

Value chain: The process or activities by which a business adds value to an article/service, including production, marketing, and the provision of after-sales service.

Vision statement: A company's road map, indicating what the company wants to become by setting a defined direction for the company's growth. Vision statements undergo minimal revisions during the life of a business, unlike operational goals which may be updated from year-to-year.

Wage: A monetary compensation paid by an employer to an employee in exchange for work done.



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