


<b><i>Comité des Pêches du Centre Ouest du Golfe de Guinée</i></b>  <b>(CPCO)</b>		<b><i>Fisheries Committee for the West Central Gulf of Guinea</i></b>  <b>(FCWC)</b>
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**Fisheries Committee for the West Central Gulf of Guinea  
(FCWC)**

**Strategic Plan 2011-2020**

**Summary**

**INTRODUCTION**

1. The Fisheries Committee for the West Central Gulf of Guinea (FCWC) is an intergovernmental organization established by Convention signed on 7 November 2007 at Cotonou, Benin. Signatories to the Convention, Members of the Committee are: Benin, Cote d'Ivoire, Ghana, Liberia, Nigeria and Togo.
  
2. The purpose of the Fisheries Committee (FCWC) is to promote cooperation among the Contracting Parties with a view to ensuring, through appropriate management, the conservation and optimum utilization of the living marine resources covered by the Convention and encouraging sustainable development of fisheries based on such resources.
  
3. At the Third Meeting of the Conference of Ministers in Accra, Ghana in December 2009, the Committee agreed to develop a strategic plan to guide its activities from 2011 through 2020. This document is the response to that directive and it outlines FCWC's envisaged strategic intents over the next ten years. It is a clear expression of the Committee's continued commitment to ensure the sustainable development of fisheries and demonstrates FCWC's support to its member States to protect their aquatic ecosystems, ensure the sustainable use of their aquatic resources, and improve the economic and social benefits of their inhabitants now and in the future.
  
4. This document is a result of a collective consultative process involving the Committee, Member States' stakeholders and FCWC partners. In the elaboration and implementation of this strategic plan the Committee is guided by the principles and tenets of the FAO Code of Conduct for Responsible Fisheries, the principles of Sustainable Development and the Millennium Development Goals.

5. Most importantly, the Strategic Plan identifies the steps needed to turn strategies into action, monitor progress, and adjust course when necessary. The Committee will implement and monitor its Strategic Plan on a continuing basis. Among other things this will occur through the development of three-year rolling Business/Action Plans identifying specific tasks. The Committee will develop measurable indicators to allow members and their constituents to monitor the Committee's progress towards achieving its broad-scale objectives; and will progressively introduce significant improvements in management systems and tools to further enhance results-based management, ensure excellence in management and help construct a robust inter-governmental culture for the sustainable development of fisheries in the west central Gulf of Guinea.

## **MISSION and VISION**

6. Our **Mission** is to promote cooperation among Members–States and support them to achieve sustainable fisheries and the highest levels of social-economic benefits from the sector in harmony with the environment, and in conformity with international standards.

7. Our long-term **Vision** is to work for: “An effective, vibrant, inclusive and participative organization for sustainable development of fisheries in the West Central Gulf of Guinea”

## **GOALS**

8. We as a Committee will pursue one overarching goal, five strategic technical goals/objectives and one strategic functional goal that relate to specific focus areas during the ten year projection period

9. Our **overarching goal** is *“To ensure the sustainable development of the fisheries resources in the FCWC Convention Area”*.

10. Our **Strategic goals/Objectives** are:

- a. Rebuild and maintain robust fisheries resources through policy reforms, cooperative regulatory planning, good governance and improvements in institutions.
- b. Develop and implement appropriate management frameworks that ensure fisheries resources are harvested sustainably, improved intra-regional and international trade of fish and fishery products and maximum economic and social benefits are obtained from the fisheries.
- c. Develop the capacity of Members' small-scale fishers and other operators to create sustainable livelihoods for their people from the sustainable harvest, processing and marketing of their fisheries resources
- d. Enhance national capabilities for efficient, cost effective and sustainable fisheries monitoring, control and surveillance, and establishing mechanisms for effective

regional cooperation in MCS and enforcement to stop illegal, unreported and unregulated (IUU) fishing in the West Central Gulf of Guinea

- e. Strengthen cooperative research and ensure that resource-related decisions are based on sound knowledge, scientific methodology and best information available
- f. Ensure the effective implementation of the Committee's work through results-based management, improved communication, and better financial, human and knowledge management systems and tools (organizational or functional goal).

11. We agree that the **Broad elements for measuring success** of the Strategic Plan over the plan period are:

- More effective management of marine fisheries, reductions in over-investments in the fisheries and over-capacity of fishing fleets (both industrial and artisanal) by Members and other stakeholders have contributed to the improved state of fisheries resources, ecosystems and their sustainable use
- Improvement in the collection and management of information and data and eventual implementation of recommendations that are outcomes of the information
- Improvements in monitoring, control and surveillance (MCS) and enforcement accompanied with a significant reduction in IUU fishing
- Implementation of appropriate governance mechanisms for the management of trans-boundary fisheries resources in particular the small pelagic stocks
- Strengthened stakeholders participation in planning and management processes
- Enhancement in the scientific and technical capacity for fisheries planning, policy development and management
- Member States have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries and other international instruments, as well as respond to emerging issues
- Member States and their stakeholders have achieved more responsible post-harvest utilization and trade of fish and fishery products, including more predictable and harmonized market access requirements
- Operation of fisheries, including the use of vessels and fishing gear, is made safer, more technically and socio-economically efficient, environmentally friendly and compliant with rules at all levels.

### **Guiding Principles**

12. Our guiding principles for the Member States, the Committee and its Secretariat staff are to:

- *Promote good fisheries governance*: FCWC Members will advocate decisions that focus on long-term benefits of conservation, and will maintain focus on policy issues directly related to attaining the Vision and/or goals of the Organization.
- *Seek long-term ecological sustainability*: Habitat issues, protected species, interactions, and ecosystem concerns will be integrated with other elements of fisheries management.

- *Strive for transparency and accountability:* FCWC will clearly communicate its intentions, decision-making processes, and actions to its stakeholders to foster transparency. The Committee will implement responsible management measures and evaluate the success of management programmes. Annual reviews of the Strategic Plan will be used to assess and highlight progress towards meeting the Vision.
- *Manage proactively:* The member States are committed to proactive management of fishery resources under their jurisdiction, avoiding the historical pattern of taking action only after there has been some type of failure. FCWC will encourage member States to strengthen fisheries management plans by defining success in terms of specific measures and timelines.
- *Create and strengthen partnerships:* FCWC will maintain, strengthen and seek new partnerships to leverage resources and achieve results. In addition, it will work internally and with partners to build awareness and capacity and to gain experience that will develop a solid basis for continuous learning over the next ten years and beyond.
- *Integrate Results-based Management principles:* FCWC will embrace results-based management as an integral tool in its work to generate and use performance information for accountability reporting to its external stakeholder audiences and for internal management learning and decision-making.
- *Set priorities for the pursuit and use of fiscal resources:* Given the potential for competitive needs for fiscal resources, FCWC will coordinate with member States to prioritize its pursuit for fiscal resources.
- *Respond to member States Needs:* FCWC is committed to ensuring that its policy agenda and work priorities are responsive to the needs of its member States and their stakeholders. While FCWC is directly accountable to its member States it also recognizes that the States in turn, have their own stakeholders to whom they are accountable. FCWC shall conduct effective outreach on the impact of its programmes to the States and their stakeholders. In order to respond to member States' needs FCWC shall provide support as a regional fisheries organization.

### **Making a difference**

13. We acknowledge that the Fisheries Committee for the West Central Gulf of Guinea is the only inter-governmental institution in the sub-region whose principal mandate is the sustainable development of fisheries in the sub-region. This Strategic Plan is designed to fulfill this mandate and strengthen response to the expectations of governments, Member States' stakeholders and the international community by building on those comparative advantages that the Committee has demonstrated in its short period of existence. These include:

- A combined normative and operational approach to addressing fisheries issues
- A recognized capacity to bring all stakeholders together to engage in policy dialogue and participatory planning and social organization
- The building of partnerships in promoting the sustainable development of fisheries.

### **THE PLAN'S STRATEGIC ELEMENTS**

14. The key strategic elements of our Plan include: its focus areas corresponding result areas and elements of achievement; an enhanced normative framework for regional and country level activities; and partnering for the successful implementation of the Plan

### **Focus Areas**

15. We as a Committee will concentrate on five mutually reinforcing technical focus areas and one organizational or functional focus area. These areas are:

**Focus Area 1 - Fisheries policy, governance and institutional arrangements** to promote good fisheries governance and encourage FCWC Member States to put in place appropriate policy frameworks and functional institutions and ensure these attributes are evident in the functioning and management of the Committee and the fisheries resources.

**Focus Area 2 - Conservation and sustainable resource use** to assist Member States of the Committee to focus efforts to conserve and manage the coastal fishery resources for sustainable use, and to develop fisheries management programmes that account for ecological interactions, by catch, habitat quality, and socio-economic concerns during the life of the Plan; as well as provide appropriate enabling environment, improve the capacity and enhance the competitiveness of producers, traders and other operators to adopt advanced processing technologies, adopt and adhere to safety and quality requirements and harness economic opportunities from the marketing and trade of fish and fish products.

**Focus Area 3 - Improving the livelihoods of small-scale fishers and operators:** by working to make small-scale fisheries an active component in the sustainable development of fisheries in the region, so that fisheries communities and fish workers lead a life of dignity, realizing their rights to life and livelihood, and are organized to foster good fisheries governance, equity, sustainable development and responsible use of natural resources.

**Focus Area 4 - Monitoring, Control and Surveillance (MCS) and illegal, unreported and unregulated (IUU) fishing** through piloting in a concerted manner the implementation of our regional plan of action to deter, prevent and eliminate IUU fishing and encourage Member States to meet their international obligations and responsibilities, and to develop and strengthen robust and flexible national monitoring, control and surveillance (MCS) systems linked to strong regional and international cooperation on MCS, buttressed by the judicious use of trade related measures to stop IUU fishing in the region.

**Focus Area 5 - Research in fisheries and related disciplines:** encourage coordination and expansion of cooperative regional research and seek to improve the quantity, quality and timeliness of information at regional level so that sound science and best available knowledge serve as the foundation for effective management actions and improve the Committee's policy decisions.

**Focus Area 6 - Excellence in Management:** to improve the effective implementation of the organization's work through efficiencies in operations, including the development and

implementation of two-year rolling Business/Action Plans, adoption of Results-based Management, development and implementation of a corporate Communication Strategy and the use of better financial, human resources and knowledge management systems.

### **Enhanced Regional Normative Framework**

16. The Committee will continue to play its catalytic role as a regional organization providing support at the regional level as opposed to country specific activities. In this regard the approach will consist of:

- the packaging of technical and capacity building support for policy and institutional reform
- the packaging of approaches and know-how with a view to the harmonization of policies, mechanisms and approaches in the management of resources
- Implementation of a robust advocacy and communications strategy to raise awareness and political commitment to address the challenges of the fisheries sector, and
- Pre-investment programming and resource mobilization in collaboration with Member States to leverage resources for the successful implementation of the Strategic Plan.

### **Partnering for success**

17. Given the magnitude of the challenges in the region, operationalizing this Strategic Plan requires a systematic approach to partnerships, alliances, coalitions, and networking.

### **THE PLAN'S INSTITUTIONAL COMPONENTS**

18. The key institutional components of the Plan are designed to achieve management excellence. They include:

***Results-based Management, including integrated knowledge management, monitoring, reporting and evaluation system:*** Significant improvements in management systems and tools will be introduced to enhance Results-based Management. Improvements in programme/Focus Area alignment and cohesion will forge linkages and synergies between regional and country-level activities, and contribute to improved efficiency; effectiveness and the reduction of transaction costs. Integrated monitoring and reporting will contribute to accountability and transparency.

***Organizational adjustments to strengthen alignment and cohesion:*** This will be made to provide greater coherence of effort and alignment of activities that contribute towards the achievement of the Strategic Plan focus areas and elements of success.

***Resource mobilization and communication strategy:*** The Plan provides a clear and compelling framework for consolidating and to broaden the donor base; ensure Members make their contributions on time and to explore non-conventional funding sources including the private sector. The Committee will keep the Resource Mobilization Strategy adopted in 2008 under constant review and update it as necessary to respond to changes in international development agenda. The Committee will also develop and implement a corporate Communication Strategy

to inform and educate of its accomplishments, improve the visibility of the organization and to support decision-making.

**Human resources management:** In 2008 the Committee adopted a structure for the secretariat that reflects the basic principles of size, efficiency and cost-effectiveness. The sharpened focus and organizational targets of the Strategic Plan will require progressive changes in the technical staff strength of the Secretariat.

## **ASSESSING PROGRESS**

19. We have identified anticipated organizational outcomes (paragraph 9 above) together with elements of success for each corresponding focus/programme area in our Strategic Plan. Key performance Indicators for each focus area will be identified as an integral component of three -year rolling Business or Action Plans, for assessing progress and for subsequent adjustments to the plan.

## **RESOURCE IMPLICATIONS**

20. Concept Notes have been developed to accompany this Strategic Plan; and others will be elaborated as necessary during the life of the Plan. The Plan will be implemented through the resources of the Committee that is Members' contributions to its autonomous budget, through voluntary contributions and contributions from partners and donors.

21. At our Second Meeting in December 2008 in Abidjan, Cote d'Ivoire we Ministers representing our respective governments adopted the Scheme and Scale of contribution for the Fisheries Committee for the West Central Gulf of Guinea. We also adopted a Resource Mobilization Strategy to consolidate and broaden the donor base and improve the financial contributions of the Committee. The present Strategic Plan provides a clear and compelling framework for implementing that strategy. The Committee is committed to keep the Resource Mobilization Strategy under constant review and update it as necessary to respond to changes in international development agenda. In addition the Committee will work for and show that it can be a good steward of donors' trust and resources.

22. Our Committee will generate demand by:

- Offering premium quality services and products
- Being efficient, pro-active in communicating the impact of our work and the potential impact of future work on the sustainability of the fisheries in the region and on the livelihood of fisheries communities
- Working to have a unique brand product that differentiates FCWC from other organizations in the region
- Investing resources to develop the unique mix of skills and inter-sectoral linkages that are difficult to find in other regional organizations
- Showing leadership in defining the place of fisheries in the development agenda of the west central Gulf of Guinea

- Accounting speedily for all donor resources and providing reports on a timely manner
- Adopting and practicing good governance based on Best Management Practices for regional fisheries organizations as recognized by the international community.

### **Evaluation and Reporting**

23. We will determine the success of implement-ting our Strategic Plan on the basis of annual monitoring and evaluations, and “fine tune” the three-year rolling business plans and budgets. We will communicate both our successes and failures to Member States, partners and other stakeholders, and will provide, if requested, comprehensive reports to our partners.

### **CONCLUSION**

24. The Strategic Plan strengthens our Committee’s (FCWC) role as a vigorous catalyst for the promotion of cooperation in the sustainable development of fisheries in the region. Its sharpened focus, its enhanced emphasis on regional normative and operational frameworks for aligning regional and Member State level activities, and commitment to partnerships and capacity building forms a vision and a commitment to ensure sustainable fisheries for Member States of the Fisheries Committee for the West Central Gulf of Guinea.

25. We acknowledge the need to develop management systems to encourage continuous learning and effective implementation. And we are open to introduce new commitments during the term of this strategic plan and to adjust those which are not advancing as they should.

26. Managing and protecting our fisheries resources is a task of immense importance for the economic prosperity of the region and the quality of life of the people in the west central Gulf of Guinea now and in the future. It is clear however, that a plan to advance sustainable development of fisheries in the region can never be developed in isolation. We recognize that successful implementation is a collaborative venture and will depend on the contributions of many partners and supporters.

27. We entreat you our partners to assist us in this noble task.