

<i>Comité des Pêches du Centre Ouest du Golfe de Guinée</i> (CPCO)		<i>Fisheries Committee for the West Central Gulf of Guinea</i> (FCWC)
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Report 2 – The FCWC 2021-2030 Strategic Action Plan (SAP)

Elaboration of FCWC 2021-2030 Strategic Action Plan (SAP)

Final Version

Author: Dr. Moustapha KEBE, Consultant

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TABLE OF CONTENTS

LIST OF TABLES	3
LIST OF FIGURES	3
ACRONYMS AND ABBREVIATIONS	4
INTRODUCTION	6
1. POSITIONING OF THE FCWC AS THE MAIN INSTITUTION FOR SUB-REGIONAL FISHERIES COOPERATION IN TWELVE YEARS OF EXISTENCE	8
1.1 The FCWC Institutional Framework	9
1.1.1 The Conference of Ministers	9
1.1.2 The Advisory and Coordinating Committee (ACC).....	10
1.1.3 The Secretariat.....	10
1.2 The FCWC Legal Framework	11
1.3 The FCWC Experience in sub-regional fisheries cooperation	11
1.3.1 Main partnerships developed by FCWC	11
1.3.2 Development of fisheries policy instruments	12
1.3.3 Progress made in the fight against IUU fishing.....	13
1.3.4 Progress made in the development of a regional information system.....	13
1.3.5 Consolidation of the FCWC mandate thanks to better integration into its sub-regional and regional institutional environment.....	13
1.4 Assessment of the FCWC 2011-2020 SAP	14
1.5 Weaknesses and gaps noted in the implementation of the 2011-2020 SAP	15
1.6 Lessons learned from the implementation of the 2011-2020 SAP	16
2. ANALYSIS OF THE CONTEXT OF THE STRATEGIC PLANNING.....	17
2.1 International Context	17
2.2 Sub-regional and African Context	19
2.2.1 The fisheries and aquaculture sector in the sub-region	19
2.2.2 Political commitment to reform fisheries and aquaculture in Africa	21
2.2.3 Development of the ECOWAS Regional Fisheries and Aquaculture Policy	22
2.3 Development of new concepts and initiatives	23
2.4 Institutional Diagnosis	26
3. THE DETERMINANTS OF THE SAP	27
3.1 Mission, Vision, Values and Principles	28
3.2 Axes / Areas of intervention	29
3.2.1 Choice of intervention priorities.....	29
3.2.2 Elements of justification for intervention priorities	29
4. TRANSITION PROGRAMME (2021 - 2025): TOWARDS COMMON AND SUSTAINABLE FISHERIES MANAGEMENT IN THE FCWC AREA	30

4.1	Policy Framework and Issues of the Transition Programme	31
4.2	Location, Duration and Objectives of the 2021-2025 Programme	32
4.3	Areas of intervention of the 2021-2025 Programme	32
4.4	Programme Stakeholders	45
4.5	Programme Financing.....	45
4.6	Financing Strategy of the Programme	46
4.7	Implementation means of the Transition Programme.....	47
4.7.1	Financial and human resources.....	47
4.7.2	Links with other operations	48
4.8	Outcomes and implementation plan.....	48
4.8.1	Expected outcomes	48
4.8.2	Implementation Plan.....	50
4.8.3	Log-frame of the Transition Programme.....	58
4.8.4	Performance measurement framework of the Transition Programme.....	63
4.8.5	Project Sheets	68

LIST OF TABLES

Table 1: SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.....	26
Table 2 : Sharing of resources to be mobilized by stakeholders.....	46
Table 3 : Action plan and budget of the Transition Programme.....	52
Table 4 : Log-frame of the Transition Programme.....	58
Table 5 : Performance measurement framework of the Transition Programme.....	63

LIST OF FIGURES

Figure 1: The FCWC Member States	8
Figure 2: Total Production of the Maritime Fisheries of the	20

ACRONYMS AND ABBREVIATIONS

ACC	Advisory and Coordination Committee
ACP	Africa-Caribbean-Pacific
AfDB	African Development Bank
ACNR	African Centre for Natural Resources
ATLAFCO	Ministerial Conference on Fisheries Cooperation between African States bordering the Atlantic Ocean
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CAMFA	Conference of African Ministers in charge of Fisheries and Aquaculture
CCRF	Code of Conduct for Responsible Fisheries
CECAF	Fishery Committee for the Eastern Central Atlantic
CMA	(Convention) on Minimum conditions of Access to fishery resources
EAF	Ecosystem approach to fisheries
ECOWAP	Regional Agricultural Economic Policy for West Africa
ECOWAS	Economic Community of West African States
EEZ	Exclusive Economic Zone
EFCA	European Fisheries Control Agency
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCWC	Fisheries Committee for the West Central Gulf of Guinea
FIRMS	FAO Fisheries and Resources Monitoring Systems
FIRST	Food and Nutrition Security Impact, Resilience, Sustainability and Transformation Programme
FiTI	Fisheries Transparency Initiative
GCLME	Guinea Current Large Marine Ecosystem
HRBA	Human Rights Base Approach
IAP-IUU	International Action Plan to Prevent, Counteract and Eliminate IUU fishing
IBAR	Inter-African Bureau for Animal Resources
ICCAT	International Commission for Conservation of Atlantic Tunas
ILO	International Labor Organization
IMCSN	International Monitoring, Control and Surveillance Network
IMO	International Maritime Organization
INFOPECHE	Intergovernmental Information and Cooperation Organization for the Marketing of Fishery Products in Africa
IUU	Illegal, Unregulated and Unreported (fishing)
JICA	Japanese International Cooperation Agency
NAFAG	National Fisheries Association of Ghana
NEPAD	Agency of the New Partnership for Africa's Development
NORAD	Norwegian Agency for Development Cooperation
NGO	Non-Governmental Organization
NMG	National Multipartite Group
NOAA	National Oceanic and Atmospheric Administration
NWG	National Working Group
M&E	Monitoring & Evaluation
MCA	(Convention) on Minimum Conditions of Access to Fisheries Resources of the FCWC

MCS	Monitoring, Control and Surveillance
MoU	Memorandum of Understanding
MPA	Marine Protected Area
PESCAO	Improving Regional Governance of Fisheries in West Africa
PFSRFAA	Policy Framework and Strategy for Reform of Fisheries and Aquaculture in Africa
PRIASAN	Regional Program for Investment in Agriculture and for Food and Nutrition Security
PSMA	Port State Measures Agreement
RAMSCT	Regional Academy of Marine Science and Technology
RAP-IUU	Regional Action Plan to combat IUU fishing
RC-MCS	Regional Centre for Monitoring, Control and Surveillance
REC	Regional Economic Body
RFB	Regional Fisheries Body
RFMO	Regional Fisheries Management Organisation
RFRMP	Regional Fisheries Resources Management Plan
RFO	Regional Fisheries Organization
RFRMP	Regional Fisheries Resources Management Plan
RPOA-IUU	Regional Plan of Action to Combat IUU fishing (RPOA-IUU)
SAP	Strategic Action Plan
SCF	Small-Scale Fisheries
SIDA	Swedish International Development Cooperation Agency
SIF	Stop Illegal Fishing
SRFC	Sub-Regional Fisheries Commission
STCW-f	Standards for training of fishing vessel personnel, issuance of certificates and monitoring
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCP	Technical Cooperation Programmme
TFP	Technical and Financial Partner
TMT	Trygg Mat Tracking
ToR	Terms of Reference
UNODC	United Nations Office on Drugs and Crime
VMS	Vessel Monitoring System
WAEMU	West African Economic and Monetary Union
WATF	West Africa Task Force
WFU	World Fisheries University
WSSD	World Summit on Sustainable Development

INTRODUCTION

Aware of the need for cooperation and common policies between coastal countries on the protection, preservation and management of fishery resources in the Central-Western Gulf of Guinea, and of the need to cooperate in the development of their national fishing industries, six States agreed to establish a sub-regional organization for fisheries cooperation called "Fisheries Committee for the West Central Gulf of Guinea (FCWC)". These States thus decided to strengthen their cooperation at the sub-regional level and their collaboration within the framework of this organization.

In order to guide its activities of common interest to the Member States, FCWC adopted in December 2010 its first Strategic Action Plan (SAP) for the period 2011-2020. The SAP constitutes an essential guidance and planning tool whose main objective is to ensure the sustainability of the use of fisheries resources and the mobilization of Technical and Financial Partners (TFPs) to ensure food and nutritional security for the populations of the FCWC Member States.

This first FCWC SAP has certainly contributed to the strengthening of cooperation between Member States in the field of sustainable fisheries resources management within national jurisdictions. Notable activities have been carried out to move towards effective harmonization of fisheries legislation, the development of new tools such as the regional and national fisheries registers and the sub-regional fisheries observer programme for sustainable fisheries management. In addition to the major problem of the exploitation of fisheries resources and the weak administrative capacity for responsible management of resources to ensure their sustainability, there are also environmental problems including climate change and pollution at sea (discharge of oil residues and plastics), lack of transparency and decent working conditions in the fisheries sector.

These major constraints require the mobilization of States to define, in a concerted manner, policies, strategies and processes for the rational and sustainable management of fisheries resources and, above all, to explore innovative and alternative initiatives to alleviate capture fisheries, in particular aquaculture seen as an important sector of investment and economic development to fight against poverty, create jobs and ensure food and nutritional security for the populations.

As the first SAP is coming to an end soon, the preparation of a second SAP was necessary to enable Member States and partners to assess achievements, strengths and weaknesses, identify and question new opportunities to be considered in the region, including aquaculture development at national and sub-regional levels.

To carry out this work, the FCWC Secretariat obtained technical and financial support from the Japan International Cooperation Agency (JICA) Office in Côte d'Ivoire through the recruitment of an International Consultant to assist it in preparing a second SAP for the next ten years (2021-2030). This assistance is divided into three sub-objectives, corresponding to the expected results of the mission, namely:

- 1) The evaluation of the first FCWC SAP covering the period 2011-2020;
- 2) The preparation of a draft SAP for the period 2021-2030, taking into account: i) the fundamental role played by the fisheries sector in the economies of the countries of the sub-region, particularly in terms of poverty alleviation, job and wealth creation, food and nutritional security and foreign exchange earnings; ii) the results of a SWOT

(Strengths, Weaknesses, Opportunities Threats) analysis of the fisheries sector in the sub region;

- 3) The elaboration of operationalization documents for the new SAP which will include a Regional Programme, a 5-year Action Plan (2021-2025), an Investment Plan and project sheets.

This document constitutes the final version of the Report 2 of the mission. The document presents the 2021-2030 SAP with its operational framework for implementation, namely the 2021-2025 Transition Programme. This version was prepared by the Consultant in accordance with the Terms of Reference (ToR) of the mission and by capitalizing on the achievements of the SAP 2011-2020 following the external evaluation work carried out during the first phase of the mission¹. Comments from JICA Office in Côte d'Ivoire and FCWC on the draft version were taken account into this final version.

As for the previous SAP, FCWC will have a clear vision of its development during the period under consideration (2021-2030) integrating its strategic objectives with the ultimate ambition of becoming a reference institution for fisheries cooperation in the sub-region. The new SAP is accompanied by a 2021-2025 Programme for its operationalization. This Programme defines the needs and the financing strategy of the SAP, integrates an intervention strategy, an action plan, a management and monitoring & evaluation mechanism, a logical framework, a performance measurement framework and project sheets to be implemented.

The success of the SAP is linked to the following assumptions:

- 1) Its compliance with the expectations of the FCWC stakeholders, i.e. the Secretariat, the Member States and the TFPs;
- 2) Ownership of the SAP by the Secretariat, which will have to participate actively in its implementation, monitoring and evaluation;
- 3) The effective commitment of the Member States and the consolidation of the involvement of partners.

In the first part of this document, the **essential elements on which the FCWC, as the main institution for sub regional fisheries cooperation, is based**, will be provided (institutional framework; technical and financial partners; legal and technical instruments developed; review of the 2011-2020 SAP). An **analysis of the strategic planning context** will be carried out in the second part (international context; sub-regional and African context). The third part is devoted to the **determinants of the 2021-2030 SAP** (mission; vision; values; principles; strategic orientations; strategic objectives; strategic actions). The **2021-2025 Transition Programme** is presented in the fourth and last part with its different elements (policy framework and challenges; objectives; lines of intervention; financing strategy; means of implementation; implementation plan; logical framework and performance measurement framework; description of projects for implementation).

¹ This work led to the production of the Report 1 of the mission: "Evaluation of the FCWC 2011-2020 Strategic Action Plan (SAP)".

1. POSITIONING OF THE FCWC AS THE MAIN INSTITUTION FOR SUB-REGIONAL FISHERIES COOPERATION IN TWELVE YEARS OF EXISTENCE

FCWC is an intergovernmental organization created by the Convention of 7 November 2007. This creation is the culmination of a process that started in July 2005 with the birth of the idea during the sixth meeting of the Ministerial Conference on fisheries cooperation among African States bordering the Atlantic Ocean (ATLAFCO), held in Rabat (Morocco). The process continued with the support from the Food and Agriculture Organization of the United Nations (FAO) through the realization of the feasibility study following the request of the six (6) countries concerned. The results of this study were examined by the National Fisheries Directors at a meeting held in Cotonou (Benin) from 12 to 13 April 2006 and the authorization for the establishment of the FCWC was subsequently granted. Finally, the Ministers approved the proposals of this meeting during a meeting held in July 2006 in Abidjan, Côte d'Ivoire, and signed the July 2006 Declaration establishing the Committee.

The six FCWC Member States are the Republic of Benin, the Republic of Côte d'Ivoire, the Republic of Ghana, the Republic of Liberia, the Federal Republic of Nigeria and the Togolese Republic (Figure 1). The FCWC Headquarters is in Tema, with premises and equipment provided by the Government of the Republic of Ghana, in accordance with the commitments made when the Committee was set up.

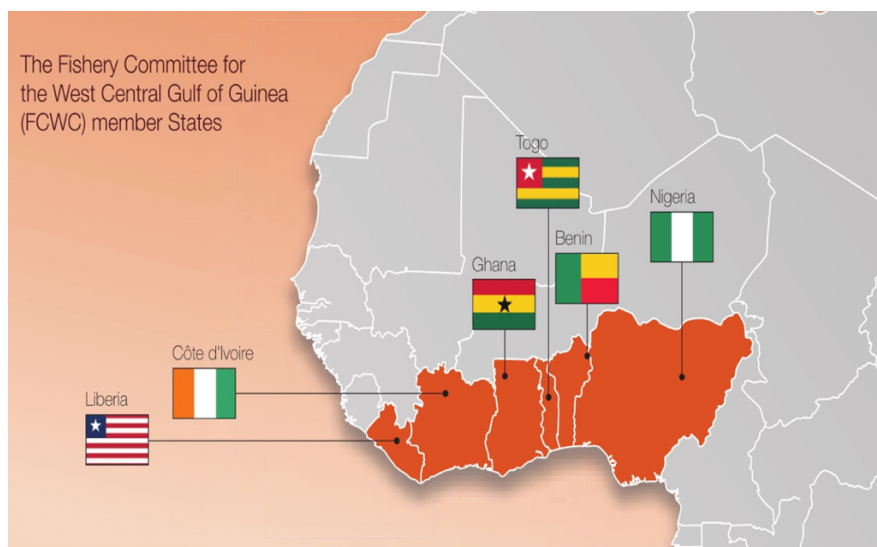


Figure 1: The FCWC Member States.

The FCWC zone covers an area of 1,766,463 km² and is populated by 237,765,553 inhabitants, most of whom are polarized by Nigeria, considered the giant of Black Africa (170,123,740 inhabitants).

In terms of fisheries resources, the FCWC zone has 2,633 km of coastline and an Exclusive Economic Zone (EEZ) of 923,916 km². In spite of its imposing maritime space, the FCWC area does not produce enough fish to feed its population. Only Ghana is relatively "self-sufficient" in fish, importing less than 10% of the total fresh equivalent requirement of fish products. All other countries in the zone are more than 70% dependent on imported fish products.

The FCWC Convention applies to all marine waters under the national jurisdiction of the Contracting Parties, to all living marine resources, without prejudice to the management responsibilities and powers of other relevant fisheries management organizations or other arrangements. The FCWC highest authorities have expressed their willingness to integrate aquaculture into the Committee's sphere of activities (decision of the Sixth Conference of Ministers held in 2016 in Cotonou, Benin).

FCWC promotes cooperation between 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 to encouraging the sustainable development of fisheries based on these resources.

To achieve these objectives, FCWC shall have the following functions and responsibilities:

- 1) To provide a forum for discussion of all matters relating to fisheries;
- 2) To improve the livelihoods of fishers and processors of fishery products, in particular by developing appropriate measures to address the situation of migrant fishers;
- 3) To harmonize fisheries laws and regulations among the Contracting Parties;
- 4) To strengthen cooperation on relations with countries fishing at high sea;
- 5) To strengthen sub-regional cooperation on Monitoring, Control and Surveillance (MCS) and enforcement, including the progressive development of common procedures;
- 6) To promote the development of fisheries research capacity;
- 7) To promote the development of standards for the collection, exchange and publication of fisheries data;
- 8) To develop and promote common policies and strategies, where appropriate, in the sub-region to strengthen the position of the sub-region in international meetings; and
- 9) To promote sub-regional cooperation in marketing and trade of fish and fishery products.

The FCWC resources are made up of contributions from Member States and grants from TFPs for the implementation of projects / programmes. The amounts of Member States' contributions are determined on the basis of a biannual budget adopted by the Conference of Ministers.

1.1 The FCWC Institutional Framework

FCWC has a functional institutional framework with, in particular, the establishment and functioning of the three organs of the Committee. Through the decision-making process involving the Platform of Ministers (the Conference of Ministers) and the Secretariat, the Directors of Fisheries and various Experts who meet regularly within the Advisory and Coordinating Committee (ACC) are instructed to take ownership of the activities of the FCWC.

1.1.1 The Conference of Ministers

The Conference of Ministers is the supreme decision-making body of the Committee. It is chaired in turn by each of the Member States in alphabetical order for a period of one year.

It shall meet regularly, at least once a year in ordinary session and whenever necessary in extraordinary session. Each meeting of the Conference of Ministers shall be chaired by the

Minister responsible for maritime fisheries of the Contracting Party holding the Presidency of the Conference of Ministers at the time of the meeting.

The mandate of the Conference of Ministers is to define the political guidelines of the organization by setting its objectives for sub-regional co-operation and deciding on all matters relating to the exploitation, conservation and conservation of the fisheries resources of the sub-region. The Conference of Ministers relies mainly on the recommendations and reports presented by the ACC. The Chairman of the Conference of Ministers exercises a political function of impetus and follow-up; he is responsible for the effective implementation of the decisions of the Conference of Ministers.

1.1.2 The Advisory and Coordinating Committee (ACC)

The ACC is the technical accompaniment of the FCWC. Each Contracting Party shall appoint one member to the ACC, who shall be the head of the national maritime fisheries administration or his representative. The ACC shall hold at least two regular meetings per year and special meetings at any other time. Each meeting shall be chaired by the representative of the Contracting Party holding the Presidency of the Conference of Ministers at the time of the meeting.

The ACC shall oversee the activities of the Secretariat and make recommendations to the Conference of Ministers on any matter related to the functions of the Committee under Article 5.2 of the Convention. In addition, it provides technical and scientific advice to the Conference of Ministers and advises the Secretary General on the implementation of decisions taken by the Conference of Ministers.

1.1.3 The Secretariat

The Secretariat is the executive body of the Committee. It is headed by a Secretary General who is appointed by the Conference of Ministers for a term of five years, renewable.

The Secretary General shall be a national of a Member State of the Committee and shall be chosen for his or her technical competence and on the basis of pre-established selection criteria. He/she shall be the legal representative of the Committee. He/she shall lead the work of the Committee in accordance with the decisions of the Conference of Ministers and with the guidance of the Committee.

The Secretariat shall report on the work of the Committee to the Conference of Ministers, formulate the Committee's programme of work and draw up its budget. It shall convene, organize and support the meetings of the Conference of Ministers and of the ACC as well as technical meetings. It shall collect the documents necessary for these meetings, implement the decisions of the Conference of Ministers and provide technical assistance to any Contracting Party which so requests.

Since the establishment of the Committee, the Government of the Republic of Côte d'Ivoire has taken full responsibility for the Secretary General placed at the disposal of the Sub-Regional Organization, in accordance with the commitments made.

1.2 The FCWC Legal Framework

For the purposes of the effective establishment of the Committee, the mechanisms for its establishment have been developed and validated by the Member States. These initial documents provide the rationale and objective for the establishment of the Committee.

FCWC now has a consolidated legal framework with the adoption of the following instruments:

- The **Convention establishing the Committee** and the Rules of Procedure, in 2007;
- The **Organizational Chart** of the Secretariat and a permanent funding mechanism for the activities of the Committee, in 2008;
- The **Headquarters Agreement**, signed by the Minister of Animal and Fisheries Resources of the Republic of Côte d'Ivoire, current Chairman of the Conference of Ministers (Mr. KOBENAN Kouassi Adjoumani) and the Minister of Fisheries and Aquaculture Development of the Republic of Ghana (Hon. SHERRY Ayittey), notified by the Parliament of Ghana in January 2016. This Headquarters Agreement confers diplomatic status on the Committee.
- The **Rules of Procedure**, the **Financial Regulations** and the **Manual of Procedures** which were prepared by the Secretariat and presented at the Ninth Session of the Conference of Ministers (Cotonou, Benin, 14 - 16 December 2016) and are available.

1.3 The FCWC Experience in sub-regional fisheries cooperation

FCWC has positioned itself as the main institution for fisheries cooperation in the sub-region, and as such has developed strategic partnerships for the implementation of projects / programmes to meet the growing needs of Member States for sustainable fisheries resources management. Within the framework of these projects / programmes, FCWC has already initiated actions and reforms that have made it possible to make progress towards the coordination and harmonization of the management policies and measures of its Member States.

1.3.1 Main partnerships developed by FCWC

The main partners accompanying FCWC through different projects / programs are the following:

- The Swedish International Development Cooperation Agency (SIDA) which strongly supported the functioning of the Committee's Secretariat at the beginning of its creation;
- FAO which accompanied the Committee during the preparation of its first SAP (2011-2020) and for the strengthening of the systematic collection of fisheries data in the sub-region;
- The Norwegian Agency for Development Cooperation (NORAD) which is financing a project to strengthen the fight against IUU fishing in the region through the establishment of the West African Task Force (WATF). The project is being implemented by Trygg Mat Tracking (TMT), in close collaboration with Stop Illegal Fishing (SIF), as well as the Secretariat and the FCWC Member States. This project supports FCWC to improve access to and understanding of information relevant to the fight against IUU fishing in waters under the jurisdiction of FCWC Member States.
- OCEAN 5 supports FCWC to increase transparency in fisheries in West Africa, in line with the strategy and communication models adopted by FCWC.

- EU in the framework of the PESCAO Programme to strengthen the capacity of national and regional fisheries MCS authorities to fight against IUU fishing and to improve fisheries governance and facilitate the rapprochement between the FCWC and the Regional Economic Commissions (RECs): The Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (WAEMU).

Other ad hoc partnerships have been developed: WFU (World Fisheries University); NOAA (National Oceanic and Atmospheric Administration) and IMCSN (International Monitoring, Control and Surveillance Network) for capacity building of fisheries staff including MCS; IBAR-AU (Inter-African Bureau for Animal Resources of the African Union) for the evaluation of the Regional Plan of Action to Combat Illegal, Unregulated and Unreported Fishing (RPOA-IUU) and the development of the Regional Fisheries Resources Management Plan (RFRMP) in the FCWC region; PAF/SIF Programme of NEPAD (Agency of the New Partnership for Africa's Development) which funded the organization of sessions of the Conference of Ministers and supported the participation of FCWC in the Trade and MCS Working Groups.

Memoranda of Understanding (MoUs) have been signed by FCWC with ATLAFCO; the National Fisheries Association of Ghana (NAFAG); the Fish for African Fund and GCLME (Guinea Current Large Marine Ecosystem); ARSTM (Regional Academy of Marine Science and Technology); FIRMS (FAO Fisheries and Resources Monitoring Systems).

Within the framework of support to Member States to facilitate the ratification and implementation of the main fisheries management instruments including the Agreement on Port State Measures (PSMA) and the EU Regulation 1005/2008 on catch traceability, the FCWC has developed a partnership with the African Centre for Natural Resources (ACNR) of the African Development Bank (AfDB).

It should also be noted that FCWC has been coordinating some regional projects and has participated in their implementation. These are mainly the projects implemented under the EU-funded ACP (Africa-Caribbean-Pacific) Fish II Programme, the FAO AEF-Nansen Project and the Fish Trade Project implemented by WorldFish, NEPAD, AU and the FAO/TCP.

1.3.2 Development of fisheries policy instruments

FCWC has developed and adopted a critical / significant mass of fisheries policy instruments on which it can rely to start an active phase of implementing cooperation based on coordinated management measures. These instruments include in particular: i) beach seine management plans which have been developed in a coordinated manner; ii) the RFRMP adopted in 2017; and iii) the 2019-2023 RPOA-IUU.

In addition, there are two Conventions which have elaborate and adopted with the support from ATLAFCO and the “Intelligence and Support for Monitoring, Control and Surveillance of Fisheries in West Africa” funded by NORAD. These are: (i) **the FCWC Convention on Minimum Conditions of Access to Fisheries Resources or the MCA Convention** and (ii) **the Convention relating to the pooling and sharing of information and data on the fisheries** of the FCWC area.

- The MCA Convention was adopted during the sixth session of the Conference of Ministers (Monrovia, Liberia, 11-13 December 2013). It was largely inspired by international conventions relating to the sustainable management of fisheries resources. The FCWC thus has an important legal instrument whose entry into force, which took

place in the course of 2018, will undoubtedly contribute to the harmonization of the principles and general rules in the field of responsible fishing and to an integration regional fisheries policies in its area.

- The **Convention on the pooling and sharing of information and data on fisheries in the FCWC area** which was adopted during the seventh session of the Conference of Ministers of 2014.
- The **Protocol for the establishment of a Regional Center for Fisheries Control and Surveillance Monitoring in the FCWC sub-region** adopted at the 2019 Ministerial Conference in Cotonou, Benin.

1.3.3 Progress made in the fight against IUU fishing

This progress is embodied in the "Fisheries Information and Support to MCS Systems in West Africa" Project, which made it possible to move on to the concrete phase of the implementation of the RPOA-IUU. The establishment of the WATF and the National Working Groups (NWGs) has directly contributed to the efforts to respect the laws and regulations of fishing at regional and national levels. Countries regularly share information, including lists of national licenses, and assist and cooperate with each other. The consolidation of the project through the second phase will definitively mark a qualitative leap in the fight against IUU fishing by the institutionalization of sub-regional cooperation in this area.

1.3.4 Progress made in the development of a regional information system

Thanks to FAO support, progress has been made in harmonizing the statistical data collection systems in the member states of the FCWC with the adoption by all of a modern fishery data collection system based on the use of Open Artfish software. The foundations of a regional fisheries information system were built under the FAO/TCP 3215 project which was carried out in the six countries for two years. The regional information system put in place is also materialized by the creation of a regional data centre with equipment and an Internet network as well as staff to manage it. These achievements in the development of a regional information system potentially offer the possibility of providing advice on fisheries management for the entire region of the West Central Gulf of Guinea. In addition, this is the support that PESCOAO intends to bring to the work of the Fisheries Committee for the Eastern Central Atlantic (CECAF) to meet the major challenge of effective adoption of scientific advice on the management of fishery resources by countries (including FCWC Member States).

1.3.5 Consolidation of the FCWC mandate thanks to better integration into its sub-regional and regional institutional environment

The FCWC institutional framework has been strengthened thanks to the strengthening of its links with the sub-regional economic cooperation bodies, in particular ECOWAS and AU. This contributed to widening the opportunities of FCWC to find the technical and financial support necessary for the implementation of sub-regional cooperation in fisheries. The choice of EU to entrust FCWC with the implementation of one of the components of PESCOAO domiciled within ECOWAS is a tangible result of this orientation. AU has also relied more on the FCWC to implement its guidelines.

These initiatives will be reinforced in the short and medium term by the continued implementation of important projects, in particular:

- The Regional Fisheries Programme funded by EU (PESCAO) which aims as results: i) harmonization and bringing international standards of fisheries legal frameworks to ensure effective control of IUU fishing; ii) facilitation of cooperation between administrations and structures in charge of fisheries surveillance; iii) creation, operation and reinforcement of the equipment of the Regional Centre for Monitoring, Control and Surveillance (RC-MCS); iv) strengthening the operational capacities of the surveillance structures of the Member States in terms of MCS, through sustained training programs; v) studying the feasibility of joint or joint regional monitoring missions, taking into account the experiences of the SRFC; the establishment of a Regional Observer Programme to improve monitoring of the industrial fleet operating in the region (in cooperation with the SRFC).

- The second phase of the "Fisheries Information and Support to MCS Systems in West Africa" Project funded by NORAD. This second phase will consolidate the achievements of the first phase and will be characterized by three tangible results: active and effective cooperation by the WATF members to reduce illegal fishing and fishing related crime in the region; cooperation of national agencies to improve the enforcement of fisheries laws and regulations and the results of the Task Force and shape international processes to end illegal fishing and other crimes associated with fishing, including the mechanisms of the WATF and lessons learned are shared and integrated into relevant international processes.

- The CECAF-PESCAO Project, funded by EU and executed by FAO over the period 2018-2023, aims to improve regional governance of marine resources in the southern area of CECAF and to strengthen the capacity of CECAF as a knowledge sharing advisory body on marine resources in West Africa. To enable the thirteen beneficiary countries, including the six FCWC Member States, to take full advantage of the advice provided in terms of fisheries resources management at national level, CECAF and FCWC are embarking on a joint analysis to identify the challenges of integrating CECAF advice into management processes in FCWC Member States and proposing mitigation measures. Based on these case studies, a strategy on how to improve the use of CECAF advice will be developed as well as a tool for monitoring CECAF scientific advice in the future. Additional support will be provided through the EAF-Nansen Programme funded by Norway and implemented by FAO between January 2017 and December 2021, to extend the case studies to all of the six FCWC Member States.

1.4 Assessment of the FCWC 2011-2020 SAP

FCWC has developed a SAP to guide its activities during the period 2011-2020 with the effective participation of the Member States. This SAP was implemented through six (6) strategic axes or areas of intervention, which each corresponds to a strategic objective:

- **Strategic Objective 1:** Rebuild and maintain robust fisheries resources through policy reforms, cooperative regulatory planning, good governance and improvements in institutions.

- **Strategic Objective 2:** 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.

- **Strategic Objective 3:** Develop the capacity of Members States' small-scale fishers and other operators to create sustainable livelihoods for their people from the sustainable harvest, processing and marketing of their fisheries resources;
- **Strategic Objective 4:** 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 IUU fishing in the West Central Gulf of Guinea.
- **Strategic Objective 5:** Strengthen cooperative research and ensure that resource-related decisions are based on sound knowledge, scientific methodology and best information available.
- **Strategic Objective 6:** 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).

This SAP clearly expresses the Committee's continuing commitment to ensuring the sustainable development of fisheries activities and demonstrates its support for the Member States to preserve their aquatic ecosystems, ensure the sustainable use of their fisheries resources and improve the social and economic benefits for current and future generations.

The evaluation of the 2011-2020 SAP made it possible to highlight the results obtained and the experiences capitalized for each of the six strategic objectives. This SAP enabled FCWC to take an important and decisive step in its construction as a sub-regional organization for fisheries cooperation. It was developed in the context of a fledgling organization, seeking its way. It helped structure the work of the FCWC Secretariat, especially from 2015-2016, which marked an important turning point in the way of monitoring activities. Thus, the change materialized by the fact that the reporting of the Secretariat activities or the implementation of the recommendations of the Conference of Ministers has evolved towards a reporting of the implementation of the SAP and its operational documents.

The second SAP (2021-2030) intervenes in the adult phase of the organization and necessarily requires adjustments based on a critical reading of the strategic framework which has been developed in order to correct the weaknesses and gaps noted.

1.5 Weaknesses and gaps noted in the implementation of the 2011-2020 SAP

The main weaknesses and gaps noted in the implementation of the 2011-2020 SAP relate to the following points:

- *Discontinuity in the operationalization documents of the Plan* with in particular the absence of links between the three documents that are the projects identified for the implementation of the 2011-2020 SAP and the two Triennial Programmes (2012-2014 and 2018-2020).
- *Conceptual weaknesses of the two Triennial Programmes.* The 2012-2014 Triennial Programme did not in fact constitute a reference framework for monitoring the implementation of the SAP. This can be understood by its lack of realism linked to the considerable quantity of activities to be carried out in a context of scarcity of human and financial means to support such a Programme.

- *Lack of outcome indicators.* The 2011-2020 SAP recommends management based on results. One of the difficulties encountered during the evaluation is precisely the identification of the results. The 2018-2020 Triennial Programme identifies indicators of products or activities. This does not allow us to know to what extent the positive changes recommended by the SAP (results) take place through the implementation of activities.
- *Imprecision or lack of clarity in the wording of certain lines of action or sub-activities.* This results in a difficulty in making an exact reporting of the actions considered.
- *Lack of clarity of the orientations and guiding principles of the 2011-2020 SAP.* These include the lack of an unclear distinction between the boundaries of the FCWC action and those of the FCWC Member States, the lack of clarity and consistency in programming, the problem of consistency and relevance of some activities in relation to the areas of intervention to which they refer.

1.6 Lessons learned from the implementation of the 2011-2020 SAP

Four major lessons can be drawn from the implementation of the 2011-2020 SAF by the FCWC:

- **As for other Regional Fisheries Organizations (RFOs) in West and Central Africa, projects are the main sources of funding for FCWC.** During the 2011-2020 SAP development process, project sheets were prepared to implement the SAP and submitted to partners for funding. Unfortunately, none of these projects could be funded. The strategy of the FCWC Secretariat was then to get closer to the TFPs that have developed projects to associate themselves with their implementation. A change of approach is necessary so that the FCWC can control its own development. For this, it must: i) continue to invest in the development of its own projects based on the priorities defined by its SAP for its implementation and ii) favour the establishment of a mechanism for the sustainability of its funding. The proper functioning of the Organization depends on its financial autonomy, which is an issue.
- **FCWC has managed to attract a certain number of TFPs, but it is noted that the weakness of its internal negotiation capacities has not always enabled it to reap the best benefits from this partnership.** It therefore appears that there is a need to strengthen the capacities of FCWC in negotiations through well-targeted training for its staff, in particular the Secretary General as well as all staff associated with the process of identifying and implementing projects.
- **FCWC is a great tool to promote the sub-regional approach to fisheries management.** This dimension will have to be really taken into account when defining the activities and Projects / Programmes to be implemented.
- **Effective two-way working relationships have developed between FCWC and existing and new interest groups** to address common resource issues, establish working partnerships and better understand the various resource needs. This dynamic will have to continue as part of the implementation of the SAP 2021-2030.

2. ANALYSIS OF THE CONTEXT OF THE STRATEGIC PLANNING

2.1 International Context

FCWC was born in a context which has known important developments concerning international practices in the management of fisheries resources. Several international instruments paying increasing attention to the efficiency of fisheries management, particularly of artisanal fisheries, have been developed.

These developments have materialized among others by:

- The **Code of safety for fishermen and fishing vessels**, prepared jointly by the three United Nations organizations, ILO (International Labor Organization), IMO (International Maritime Organization) and FAO. Part A "Practical safety and health guidelines for the use of owners and crews" was adopted in **1968**. It is an educational instrument dealing with the basic elements of safety and hygiene. Part B, "Safety and health provisions for the construction and equipment of fishing vessels", adopted in **1974**, was designed to provide inspiration for those responsible for defining laws and national regulations. Its application is limited to fishing vessels of 24 meters in length or more, excluding recreational fishing vessels and fish processing vessels. This code is currently under review.
- The **Agreement on the implementation of the provisions of the United Nations Convention on the Law of the Sea** adopted on December 10, **1982**, entered into force in 1994 and relating to the law of the sea in general; the 1995 United Nations Agreement on Straddling and Highly Migratory Fish Stocks signed in 1995 and entered into force in 2001, relating to the conservation and management of fish stocks.
- The **Agreement to promote compliance by vessels fishing on the high seas** with international conservation and management measures (FAO Compliance Agreement) adopted in **1993** and entered into force in 2003.
- The **1995 United Nations Fish Stocks Agreement** and the **1993 FAO Compliance Agreement**, which contain legally binding obligations for the parties. These agreements are highly relevant for RFMOs (Regional Fisheries Management Organizations) Member States that would like to conserve and manage their fishery resources.
- **Standards for training of fishing vessel personnel, issuance of certificates and monitoring (STCW-f Convention)**. The STCW-f Convention, which was adopted by IMO in 1995, contains requirements for skippers and watch keepers on ships of 24 meters in length and over, chief engineer officers and engineer officers on vessels fitted with an engine of 750 kW or more, and the personnel responsible for radio communications. Chapter III of the appendix to the convention includes requirements relating to basic safety training for all personnel of fishing vessels. In May 2000, the STCW-F Convention had been ratified by two countries.
- The **FAO Code of Conduct for Responsible Fisheries (CCRF)** adopted in **1995**.
- The **IMO Code for the Investigation of Accidents and Incidents at Sea**, adopted on November 27, **1997**. It aims to create a system of investigation of accidents at sea, in order to establish the circumstances coming online account, publicize the causes of the accident and make appropriate safety recommendations. It also applies to inquiries into bodily injury sustained by a person during an accident, which results in an incapacity for work of more than 72 hours starting within seven days of the date of the accident.

- The two **FAO International Action Plans** (i) aimed at reducing the incidental catch of seabirds by long-liners; and (ii) for the conservation and management of sharks which were adopted in **1999**. These are voluntary instruments which are addressed to all States whose fishermen practice longline and shark fishing respectively. Each sets out a series of activities that these States are called upon to carry out, in particular (i) an assessment aimed at determining the existence of a problem with regard respectively to the incidental catch of seabirds by long-liners and the Sharks; (ii) the adoption of a national action plan to reduce the incidental catch of seabirds by long-liners and for the conservation and management of sharks, respectively, as well as procedures for national and 'reporting.
- The **FAO International Plan of Action for the Management of Fishing Capacity**, also adopted in **1999**, is a voluntary instrument which is addressed to all States whose fishermen practice catch fishing.
- **Document intended to serve as a guide for training fishermen and issuing FAO/ILO/IMO certificates**, approved in **2000**. This document takes into account the conventions and recommendations adopted by the ILO and the IMO and the vast practical experience of FAO in the training of fishing vessel personnel. Its purpose is to provide guidance when national training projects and courses are instituted, modified or developed for the vocational training of any category of personnel on fishing vessels. The FAO International Action Plan to Prevent, Counteract and Eliminate IUU Fishing (IAP-IUU) designed as an optional instrument, under the CPRF, adopted in 2001. The measures implemented relate to the responsibilities of all States, flag State responsibilities, coastal State measures, port State measures, internationally agreed trade measures, research organizations and RFMOs.
- Specific **resolutions of the United Nations General Assembly** on the sustainability of fisheries, and encouraging RFMOs to address specific themes in order to achieve sustainable fisheries in their areas of competence.
- The **World Summit on Sustainable Development (WSSD)**, held in Johannesburg, South Africa, in **2002** which set out in particular to reduce fish stocks to more optimal levels within a given period, and defined an implementation plan to this end.
- The **2030 Agenda for Sustainable Development** adopted by the members of the United Nations, articulated around seventeen sustainable development goals, which plans to “conserve and exploit in a sustainable manner the oceans, seas and marine resources for sustainable development” (goal 14).
- The **FAO Agreement on Port State Measures (PSMA)** adopted in November 2009 and entered into force in June 2016.
- Optional **FAO-ILO-IMO Guidelines for the design, construction and equipment of fishing vessels between 12 m and 24 m in length**, based on the elements indicated in the safety codes. These Guidelines were approved in November **2012**. As with the Compendium of Safety Rules, these guidelines were not designed to replace national laws, but so that those responsible for defining national laws and regulations could inspire.
- The **Cape Town Agreement of 2012 on the implementation of the provisions of the Torremolinos Protocol** of 1993 relating to the Torremolinos International Convention for the Safety of Fishing Vessels, 1977. This Convention contains safety requirements for the construction and equipment of decked fishing vessels, long-haul, new, 24 m in length or more, including those which also process the catch. Existing vessels are only

covered for radio equipment requirements.

- The **Declaration of Heads of State on Maritime Security and the Adoption of Architecture** in Yaoundé, 2013.
- The **2015 FAO Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication** (in short, the **SCF Guidelines**) constituting the first international instrument devoted exclusively to the small-scale fisheries sector. They were developed to provide harmonized guidance in support of the general principles and provisions of the CCPR and are intended to support the visibility, recognition and enhancement of the already important role of small-scale fishing and to contribute to global and national efforts to end hunger and poverty. While these Directives are voluntary, they are global in scope and focused on the needs of developing countries. African countries, RFOs including the FCWC, and the RECs should take the appropriate measures and devote the efforts and means necessary to promote the dissemination and implementation of these Directives at the local level, in particular by organizing workshops and seminars.

2.2 Sub-regional and African Context

2.2.1 The fisheries and aquaculture sector in the sub-region

Each of the development policies of the six FCWC Member States gives an important role and place to the marine fisheries sector. For most of these countries, sectoral policy objectives and priorities highlight food and nutrition security as well as the fight against poverty. These choices are mainly explained by the high level of fish consumption in the FCWC Member States and the large number of people employed in the fisheries sector, and more particularly those related to sea fishing.

The fisheries potential of the FCWC Member States reveals both strengths and weaknesses. The forces are based on the existence of a great biological diversity with fisheries resources exploited by artisanal and industrial fisheries. The main categories of resources exploited fall into four major groups:

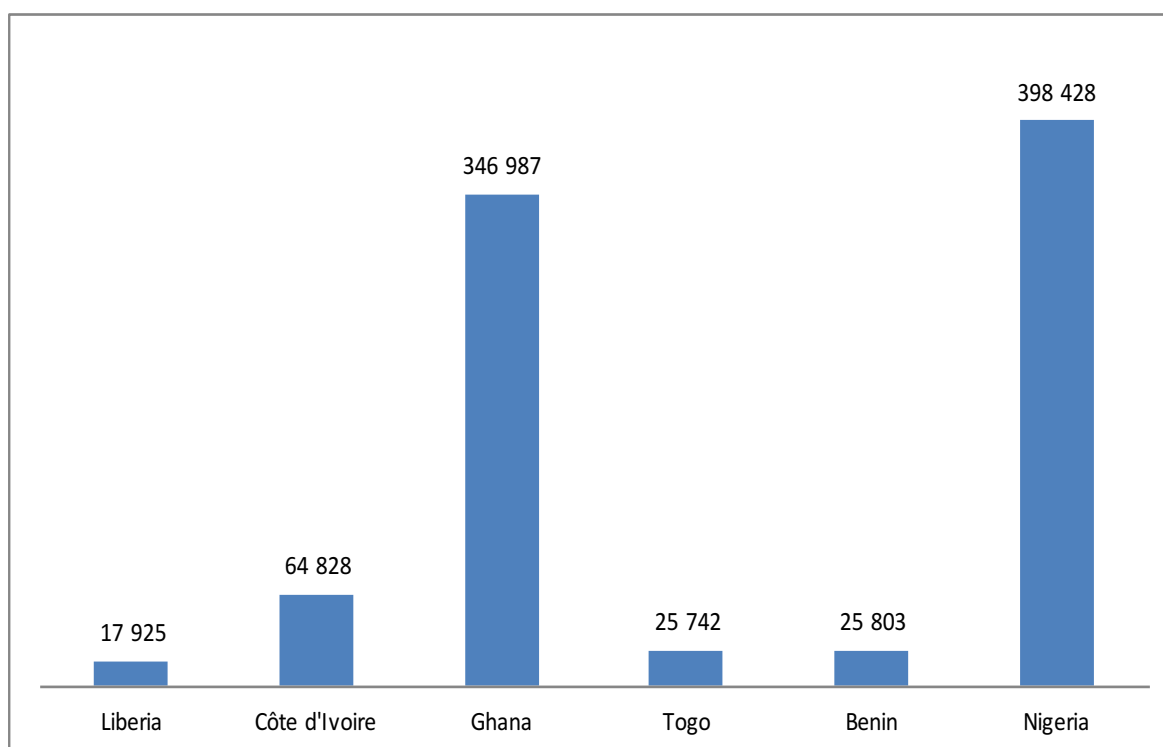
- Coastal pelagic resources (Sardinella, Anchovies, Horse Mackerel, Mackerel, etc.). Coastal pelagic fish constitute, in landed tonnage, the most important marine resources. The dominant species in these landings are the Sardinellas which are shared stocks due to their migratory behaviour. They respectively represent 60% and 90% of total landings in Liberia and Togo.
- Offshore pelagic resources (Tunas, Swordfish, Sailboats, etc.). They are made up of highly migratory species which are the subject of long-range international fishing, which explains the presence of foreign tuna fleets in certain countries of the FCWC, fishing within the framework of fishing agreements. The largest of these fleets is that of the EU present in Liberia and Côte d'Ivoire. Within FCWC, Ghana has the distinction of having developed a significantly large national tuna fleet which operates in its own EEZ and in the EEZs of neighboring countries.
- Coastal demersal resources (Sea bream, Groupers, Red Mullet, Cuttlefish, White Shrimp, etc.). They are primarily used by national artisanal and industrial fleets. These resources also include coastal shrimp (crustaceans) which are abundant in the maritime and lagoon water bodies of Benin, Ghana and Nigeria. Shrimp stocks are generally

found at the mouth of the lagoons and are exploited by both industrial fleets (shrimpers) and artisanal fleets.

- Deep demersal resources (Deep Shrimp). They are very little exploited and mainly concern crustaceans. It is mainly a deep-water prawn (*Parapenaeus longirostris*). This species is mainly exploited in Nigeria by industrial fishing.

The total production of sea fishing in the six member states of the FCWC is estimated at 879,713 tons in 2016². Its distribution by country shows an imbalance between on the one hand countries with high production potential (Ghana and Nigeria) and on the other hand countries with relatively lower potential (Togo, Benin and Liberia). Côte d'Ivoire is between these two extremes. The overall situation at the FCWC level shows a clear predominance of the contribution of artisanal fisheries in maritime fisheries production (80%) (Figure 2).

Figure 2: Total Production of the Maritime Fisheries of the FCWC Member States in 2016.



Source: Regional Management Fisheries Resources Plan for the FCWC sub-region.

A flotilla of 17,789 artisanal fishing boats operates in the sub-region, excluding the Nigerian fleet³. There are disparities in the distribution of the artisanal fleet. Ghana alone accounts for 65% of this artisanal fleet and 68% of the number of artisanal fishermen in the area.

For industrial fishing, there are 414 vessels in 2016⁴ operating in the FCWC maritime area. Nigeria, Ghana and Côte d'Ivoire have the most developed industrial fleets; that of Liberia consists mainly of foreign vessels.

² Source: Regional Management Fisheries Resources Plan for the FCWC sub-region.

³ Relevant statistical data are not available.

⁴ Source: Regional Management Fisheries Resources Plan for the FCWC sub-region.

The post-catch sectors are developed on an industrial level and mainly concern the processing of tuna in Abidjan and Tema, destined for Europe and Asia. Abidjan is the largest tuna port in West Africa in terms of landing, transshipment and supply through the flows passing through it, valued at 130,000 tons annually. The Port of Abidjan has three processing plants with a total capacity of 50,000 tons and large cold storage facilities. This port is an important transshipment point for fish, fishing vessels and reefers to containers destined for Europe or Asia. Tema in Ghana has an annual capacity of 58,000 tons⁵ of canned tuna mainly exported to Europe.

The small-scale fisheries subsector in the FCWC Member States contains an important post-catch component generally invested by women, involved in artisanal processing and the sale of fishery products. They get their raw materials from the landings of the artisanal fishery but also bycatch from the tuna fleets. Processed products, particularly smoked fish, are very popular on local markets. The post-catch segments of the artisanal sub-sector have a high employment content.

Aquaculture is becoming more and more important in the world; its share in world fish production reached 46.8% in 2016. Africa recorded the strongest growth in aquaculture in the world between 2006 and 2018, with an average of 10% or more and should partially fill the gap. growing gap between fish supply and demand until 2063. Despite huge potential, growth is limited to relatively fewer countries, Egypt dominating the sector in 2016, with 1.37 million tons (or 69%) of the total 1.98 million tons (2.5% of world aquaculture production), while Nigeria ranked second with 300,000 tons.

In the West Central area of the Gulf of Guinea, the supply of wild fish from natural waters is stagnating, while the demand for fish is increasing from year to year. Faced with the significant increase in total fish imports in this sub-region which reached 2.5 million tons in 2011, aquaculture is therefore essential to contribute to self-sufficiency in fish. In fact, aquaculture may be one of the few remaining realistic options for increasing fish production, and many countries have already given high priority to the development of aquaculture in their development agriculture and fisheries policies.

However, a closer look at the situation indicates that the development of aquaculture has been rather uneven; two major producers in the region, namely Nigeria and Ghana, account for 96% of regional aquaculture production. The rest of the region is still working to promote aquaculture practices in their country. In response to this situation, JICA has increased its efforts to support the development of aquaculture in the region, in particular in French-speaking countries, notably through the project to popularize continental aquaculture in Benin (first phase 2010-2014; second phase 2017-2022), the project to revive continental fish production in Côte d'Ivoire (2016-2019) and the offer of practical training in aquaculture in Egypt (since 2009).

2.2.2 Political commitment to reform fisheries and aquaculture in Africa

This political commitment started in 2005 with the adoption of the NEPAD Action Plan for the Development of African Fisheries and Aquaculture by African Heads of State and Government during the Fish for All Summit organized by AU and NEPAD in Abuja (Nigeria). An important milestone in the development of African fisheries was marked in September 2010 by the holding of the first Conference of African Ministers in charge of Fisheries and Aquaculture (CAMFA) in Banjul in The Gambia. CAMFA was subsequently recognized by the 18th Session

⁵ Source: Report of the West Africa Task Force (WATF): Cooperation, Collaboration, Communication » 2017.

of the AU Conference of Heads of State in 2011 as a political body responsible for fisheries and aquaculture. It is now possible to seize the advantages and opportunities linked to the rational exploitation of fisheries resources to achieve the objective of the Comprehensive Africa Agriculture Development Programme (CAADP) relating to the contribution of the fisheries and aquaculture sector up to 6% of agricultural growth on the continent, to improve food and nutrition security and livelihoods and to create wealth.

In order to overcome the challenges related to the fisheries resources management and unlock the potential of the fisheries and aquaculture sector, the document **Policy Framework and Strategy for Reform of Fisheries and Aquaculture in Africa (PFSRFAA)** was prepared in 2014 by the AU through BIRA and in collaboration with the NEPAD Agency. The main objective is to facilitate the development of coherent policies for the sustainable management of fishery and aquaculture resources in the AU Member States. This guidance document offers Member States opportunities to optimize the benefits arising from their natural resources, through the implementation of the strategic reforms set out in the document. It is an action that requires a commitment from the appropriate institutions in the Member States to undertake the reforms. The document provides advice on the principles of good governance considered best practices in fisheries management and the strategic actions presented as key pillars of African fisheries reform.

The provisions of PFSRFAA incorporate best practices in sustainable fisheries management and the development of responsible aquaculture which have been identified as priority measures during the stakeholder consultation processes. The rational implementation of PFSRFAA implies the identification of appropriate user-friendly strategies which would facilitate the alignment of national and regional fisheries and aquaculture policies with these provisions of PFSRFAA. FCWC is therefore directly concerned by this reform.

In this context, a **Guide for the implementation of PFSRFAA** was developed in 2015. This document describes the criteria / parameters for the alignment of national and regional policies and strategies with the provisions of PFSRFAA, the indicators for monitoring the progress of the alignment of national and regional policies to the implementation of PFSRFAA, as well as the support mechanism or to facilitate its implementation. The Guide also includes indicators to measure in the medium and long term the impact of the anticipated reforms in the sector which are engendered by this Pan-African policy and other instruments.

AU has also recognized the importance of the artisanal sub-sector because of its economic and social weight, hence the adoption in 2016 of an **Action Plan for the sustainable development of artisanal fishing in Africa**.

Initiatives have been developed by the NEPAD Agency to adjust **CAADP** by including the fisheries and aquaculture sector in order to benefit from the necessary support.

2.2.3 Development of the ECOWAS Regional Fisheries and Aquaculture Policy

Despite the role of fisheries and aquaculture in the region's economies, the sector has long been marginalized in central ECOWAS initiatives and policies. It is only recently that the Regional Agricultural Economic Policy for West Africa (ECOWAP) and the Regional Programme for Investment in Agriculture and for Food and Nutrition Security (PRIASAN 2016-2020) have attempted to recognize the role of fisheries in the sub-region. ECOWAP was approved in 2005 and the current program runs from 2016 to 2025.

ECOWAS thus initiated two Programmes (PESCAO and FIRST) to focus on “the development of an **integrated and coordinated Policy and a Regional Strategy for Fisheries and Aquaculture of ECOWAS** within the framework of ECOWAP in order to 'improve food and nutrition security and reduce poverty in West Africa'.

PESCAO is a partnership between the EU, the RFOs in West Africa which are SRFC and FCWC and finally the RECs which are ECOWAS and WAEMU. It seeks to promote a regional approach to fisheries management by (i) increasing the integration and coordination of regional policies at the level of ECOWAS; (ii) strengthening the capacities of national and regional MCS authorities and dissuading IUU fishing; and (iii) demonstrating the added value of coordinated and harmonized approaches to fisheries management.

Since 2019, ECOWAS has had a **comprehensive Strategic Framework for the sustainable development of fisheries and aquaculture**, intended to complement the ECOWAP. The overall objective of this harmonized, integrated and coordinated regional framework is to enable the sector to contribute to meeting the food and nutritional needs of communities dependent on fishing, to social and economic development and to the reduction of poverty in the Member States.

The specific objectives assigned to it can be broken down as follows:

- Increase to an optimal level of fish production from capture fisheries and aquaculture fisheries and minimize post-harvest fish losses;
- Increase in per capita consumption of fish and other fishery products for food and nutritional security in the ECOWAS region;
- Increase in public funding and private sector investment in the fisheries and aquaculture sector;
- Encouraging intra-regional fish trade in order to reduce dependence on imports;
- Promotion and long-term strengthening of strategic partnership, institutional collaboration and cooperation in West Africa, in particular in the fields of scientific research, MCS and maritime security;
- Continuous construction and strengthening of human and organizational capacities in all types of management of the fisheries and aquaculture sector.

2.3 Development of new concepts and initiatives

Faced with the many challenges for the sustainability of world fisheries such as overfishing, overcapacity and overcapitalization, the effects of climate change, globalization at all levels, the harmful consequences of IUU fishing, new concepts have been developed and many initiatives are underway. These new concepts and initiatives, some of which are listed below, must be taken into account in any strategic planning of FCWC as soon as they can fall within its field of competence.

Blue Growth / Economy

The concept of the blue economy appeared at the Rio + 20 Conference in 2012. The blue economy favours conservation and sustainable management, based on the principle that healthy marine ecosystems are more productive and represent the only way to guarantee sustainability economies based on the sea. Blue growth seeks to take greater advantage of the potential of the oceans, seas and coasts, it constitutes a **tremendous breeding ground for value creation, jobs**

and attractiveness. As the seas and oceans constitute development opportunities for the FCWC area, the Organization should encourage the effective adhesion of member states to the blue economy and growth initiative, led by FAO. Côte d'Ivoire is already engaged in the process.

Fisheries Transparency Initiative (FiTI)

FiTI is a global multi-stakeholder initiative to improve responsible fishing through **transparency and participation**. FiTI intends to regularly publish the following information: (i) holders of fishing rights, licenses and fishing agreements; (ii) the amount of the payment for the fishing right and (iii) the quantity of fish caught in a given country. Any country joining FiTI should establish a National Multipartite Group (NMG) with equal representation from government, the private sector and civil society, which members will be required to jointly provide and approve the information to be published.

The indirect benefits of joining FiTI are a contribution to the fight against IUU fishing and corruption, social stability, improved food security and increased confidence in investment. During the second FiTI Conference held in Bali (Indonesia) in April 2017, the FiTI global standards were approved, the first International FiTI Board of Directors was launched and more countries expressed interest in it join.

No FCWC Member State has yet applied for FiTI membership. The FCWC Secretariat would benefit from concluding a Partnership Agreement with FiTI, similar to what was done by the SRFC in January 2016. This would help support Member States in the process of strengthening transparency mechanisms, in particular in the framework of the fight against IUU fishing which is at the heart of the FCWC system (cf. Line of intervention 2 of the first three-year 2021-2025 Programme).

Human Rights Base Approach (HRBA) applied to the fisheries sector

The development of child labour, vulnerability to AIDS and the importance of migration in the fisheries sector in the sub-region, as well as the essential role played by women, especially in the post-capture segment (processing and marketing of fishery products), the human rights approach must be promoted in the management of fisheries in the member states of the FCWC. One of the activities planned in the framework of Intervention Axis 1 of the 2021-2025 Transition Programme aims to promote this approach through the popularization and promotion of PA Directives but also the promotion of alternative livelihoods for the diversification of sources of income and the conservation of fishery resources (see activity 1.4).

Intra-regional trade of fish and fishery products

Intra-regional trade is of paramount importance given the flow of fishery products, people involved including women who play a central role. Addressing this question provides information on the functioning and dynamics of the various sectors, including value chains, with a view to improving them. Gender analysis (male-female relationships, native fishermen-non-native fishermen, etc.) is crucial to this effect. Activities aimed on the one hand at supporting the improvement of the value chains of fishery products at the sub-regional level (cf. activity 3.6) and on the other hand, at promoting transparency and the implementation of coordinated policies and harmonized regulations governing access and allocation of fishing rights (see Line of intervention 1) have been retained within the framework of this SAP.

Climate change

The FCWC sub-region remains characterized by a global vulnerability which is the result of the combination of the vulnerability of coastal areas, economic vulnerability, social vulnerability and environmental sensitivity. In this area, as elsewhere in West Africa, climate change has negative impacts on fishing, especially on marine and coastal ecosystems, with the erosion of the biodiversity of fish species and the destruction of their habitats. Thus, coral reefs, deltas, mangroves, as many areas rich in biodiversity which offer important economic and ecological goods and services, will be seriously affected. Some fishery resources will decline while other species of high commercial value will migrate to other fishing areas or regions. The environmental stresses induced by climate change and the overexploitation of resources will increase the pressure on fishing, and will lead to the scarcity of fishery resources with the consequence of the emergence of conflicts related to access and control of the resource. Also, food and nutritional security as well as the incomes of the communities which depend on it will be strongly impacted. Lines of intervention 2 and 3 of this SAP which integrate activities carried out within the framework of the PESCAO Programme, the CECAF-PESCAO project and the EAF-Nansen Programme seek to mitigate the effects of these different pressures on fishing in the FCWC sub-region by focusing on the fight against IUU fishing, the generation of knowledge to support the decision-making process in the management of fishery resources, stock assessments, application of the Ecosystem Approach to Fisheries (EAF).

Continental aquaculture

Continental aquaculture is a means for some FCWC Member States to both improve food and nutrition security for populations and to diversify the livelihoods of fishing communities.

Although **aquaculture** does not specifically fall under the FCWC current mandate, the Conference of Ministers has made it clear that it wants to integrate this subsector into the sphere of activities of the FCWC. Hence the need to materialize this political will through a revision of the Convention creating FCWC.

This SAP covers aquaculture under Intervention Line 4 which provides for the promotion of alternative livelihoods for the diversification of income sources and the conservation of fishery resources.

Fishermen migrations

One of the regional challenges linked to the management of fisheries in the FCWC sub-region is better management of the migration of fishing communities (developing cooperation between States) and the integration of the people concerned in the process of sustainable management of fishery resources and development local (access to land for the diversification of the livelihoods of fishing communities in the agricultural sector).

With the support of SIDA, in 2009, FCWC carried out a study on the migrations of fishermen in the sub-region which led to the adoption of the FCWC Action Plan for the management and monitoring of migrations.

The 2021-2030 SAP integrates this issue of fishermen's migrations in the FCWC sub-region. In fact, as part of Intervention Axis 1, it is planned to implement activities aimed at supporting the integration of migration into fisheries policies, in particular in the development of

management plans for shared stocks. and the beach seine fishery (see activities 1.1; 1.2; 1.3 and 1.4).

2.4 Institutional Diagnosis

The diagnosis of FCWC uses the methodological framework of the SWOT analysis. This framework makes it possible to identify the internal strengths and weaknesses of FCWC in relation to the opportunities and threats it currently faces (Table 1). This analysis also made it possible to identify the key questions facing the sector and to pose the rationality and justification of the lines of intervention that structure the next SAP (2021-2030).

Table 1: SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.

Strengths	Opportunities
<ul style="list-style-type: none"> ✓ Existence of the FCWC as a framework for sub-regional fisheries cooperation with political and institutional recognition. ✓ Existence of numerous cooperation implementation instruments such as: i) the FCWC 2011-2020 SAP; ii) the Regional Action Plan (RAP) to prevent, deter and eliminate IUU fishing in the FCWC area; iii) the Convention on the pooling and sharing of information and data on fisheries in the FCWC Area and its confidentiality protocol; iv) the Convention on Minimum Access conditions to fisheries resources (CMA) in the FCWC area; v) the Strategy to combat illegal trans-shipment at sea. ✓ Decisive step taken in the implementation of the RAP against IUU fishing with the experience of the "Fisheries Intelligence and Support to MCS Systems in West Africa" Project, the WATF and the NWGs. The WATF and NWGs directly contributed to fisheries law and regulation compliance efforts at the regional and national levels (direct contribution to vessel boarding, denial of licenses and flag to high-risk vessels, conducting inspections and controls in relation to the PSMA compliance). Countries regularly share information, including national licenses lists, and mutually assist and cooperate with each other. The sub-region became a pioneer in developing cooperative approaches to combat IUU fishing. ✓ Development and infatuation on the Information Platform (Basecamp) with the participation of all stakeholders. ✓ Updating and adaptation of fisheries policy instruments in all FCWC Member States to meet the new challenges of sustainable fisheries resources management and the fight against IUU fishing (review of legislative and 	<ul style="list-style-type: none"> ✓ Interests of partners in supporting and funding the maritime fisheries sector by strengthening cooperation tools (case of the World Bank through the WARF project, of the EU through the PESCAO project, of the Norwegian Cooperation with the "Fisheries Intelligence and Support to MCS Systems in West Africa" Project, etc.). ✓ Interest, commitment and formalization of partnerships with the Regional Economic Communities (West African Economic and Monetary Union - WAEMU and ECOWAS) to support sub-regional fisheries cooperation based on Regional Fisheries Bodies (RFBs), including the FCWC. ✓ Commitment by a country with excess fishing capacity such as Ghana to move towards courageous and decisive measures to reduce fishing effort and capacity under the "Fisheries Management Plan of Ghana 2015-2019". ✓ Political will to integrate aquaculture into the FCWC sphere of activities. ✓ Interest and commitment of the Japanese Cooperation (JICA) to support the FCWC under regional projects including aquaculture. ✓ Political will to integrate aquaculture into the sphere of the FCWC activities. ✓ Interest and commitment of the Japanese Cooperation (JICA) to support FCWC within the framework of regional projects including aquaculture. ✓ Integration of fishing into a global framework promoting maritime safety. ✓ Integration of fisheries into a general framework favouring maritime safety.

<p>regulatory frameworks for fisheries management, review of fisheries policies, etc.).</p> <ul style="list-style-type: none"> ✓ Good capacity to promote the FCWC image through an effective communication device. ✓ Existence of a rich potential for aquaculture development thanks to the hydrographic network density, the high-water availability and the experiences capitalized by Nigeria, Ghana and Benin that can be shared and disseminated in the other Member States. 	
<p>Weaknesses</p> <ul style="list-style-type: none"> ✓ Weak implementation of good governance practices (co-management, management plans, fishing effort and capacity control). ✓ Lack of a regional and coordinated policy to control fishing effort and capacity in small-scale and industrial fisheries. ✓ Failure to mainstream small-scale fisheries in efforts to combat IUU fishing. ✓ Weak involvement of Member States in funding the organization and its activities leading to over-dependence on external partners. ✓ Weakness of the Secretariat General at the organizational level and in terms of human resources. <p><u>Specific Weaknesses for the fisheries sector</u></p> <ul style="list-style-type: none"> ✓ Overexploitation of fishery resources and degradation of production ecosystems. ✓ Poorly developed value chains leading to poor quality of fishery products, high post-harvest losses and limited export potential. ✓ Weakness in fisheries research and its linkages to management. 	<p>Threats</p> <ul style="list-style-type: none"> ✓ Depletion of fish stocks in the sub-region and collapse of production. ✓ Prevalence at high levels of piracy and IUU fishing in the FCWC maritime waters causing a high revenue shortfall and threatening to undermine fisheries sector development efforts. ✓ Development of conflicts around exploitation within countries and between fishermen of different nationalities in the sub-region due to the resource scarcity. ✓ Increased fish imports in volume and value, and threats to food security, the livelihoods of fishing communities and the balance of payments of countries. ✓ Scarcity of financial support from traditional partners or reorientation of their funding mechanism such as FAO and SIDA.

3. THE DETERMINANTS OF THE SAP

The FCWC mission remains the same as that defined by the political authorities when the Organization was created in 2011. However, the political will to integrate aquaculture into the sphere of the FCWC was expressed during the Sixth Conference of Ministers held in 2016 in Cotonou (Benin). In addition, the will of member states to see FCWC's actions positively impact the sustainable livelihoods of local communities is increasingly expressed. Consequently, the FCWC Convention should undergo some changes to take into account this strategic choice of the top FCWC political authorities (cf. activity 5.4 of the 2021-2025 Transition Programme).

3.1 Mission, Vision, Values and Principles

The FCWC **mission** is:

"Promote and support cooperation among Member States to build a sustainable fisheries sector and derive high levels of social and economic benefits in harmony with the environment and in line with international standards."

The long-term vision which is a perfect description of the ideal to be achieved (as opposed to the current situation) is for FCWC to work together to:

"An efficient, very dynamic, inclusive and participative organization for the sustainable development of fishing in the central west of the Gulf of Guinea".

The **values** of the member states that are embedded in the Committee's mission and vision include:

- 1) **Inclusiveness** - Include and respect others, appreciate diversity at its true value and be committed to ensuring equality.
- 2) **Integrity and trust** - Trust each other, be honest and open, and hold each other accountable for honouring that trust.
- 3) **Excellence and innovation** - Commit on the one hand to a permanent improvement in the management of fisheries and related activities, and human well-being.
- 4) **Openness and transparency** - Commit to a culture of effective communication.
- 5) **Science** - Commit to objective scientific principles as the basis for fisheries conservation and management decisions.
- 6) **Responsibility** - FCWC and its Member States will be leaders in promoting sustainability and good management of fishery resources and aquatic ecosystems.
- 7) **Synergy** - Teamwork and effective collaboration between member states.

The implementation of the SAP is based on the following principles and approaches:

- The **realism** of the SAP which takes into account the level of institutional development of FCWC and the state of the fisheries in the sub-region as well as their management in order to set achievable objectives.
- The principle of **subsidiarity** signifying that the SAP focuses on questions whose appropriate treatment is the regional level.
- **Adaptability and flexibility**. These principles will be implemented thanks to an external evaluation of the SAP which will take place at mid-term and which will make it possible to make the necessary corrections and or revisions.
- **Effectiveness** by ensuring that the measures produce the required results, based on clear objectives and by systematically carrying out evaluations.
- An **Ecosystem Approach** in the design and execution of the different components of the SAP. Management measures will be accompanied by a concern to take into account the wider effects of fishing on the ecosystem as a whole, taking biodiversity into account.

3.2 Axes / Areas of intervention

3.2.1 Choice of intervention priorities

The intervention priorities of the 2021-2030 SAP stem from the diagnosis and the results of the evaluation of the implementation of the 2011-2020 SAP. They also take into account emerging issues, specifically that relating to the integration of aquaculture into the sphere of FCWC activities, in accordance with the will of the Conference of Ministers. On this basis, six areas of intervention have been selected as priorities for the next SAP.

Area of intervention 1 - Implementation of the Regional Fisheries Resources Management Plan (RFRMP)

Area of intervention 2: Consolidation and extension of the achievements of sub-regional cooperation in the fight against IUU fishing and maritime safety.

Area of intervention 3: Development of fisheries research and the regional information system to support management measures.

Area of intervention 4: Elaboration and implementation of a coordinated aquaculture development policy at the level of FCWC.

Area of intervention 5: Reinforcement of the organizational and human capacities of the organs of FCWC.

Area of intervention 6: Development of partnerships to support sub-regional cooperation and policies of the Member States.

3.2.2 Elements of justification for intervention priorities

The first Area of intervention is the consequence of the adoption of the Regional Fisheries Resources Management Plan by the Twelfth Conference of Ministers, the implementation of which is scheduled for the period 2019-2023. This Plan addresses the issue of fisheries management at the sub-regional level, in particular the points which appear as weaknesses in the SWOT analysis, namely:

- ✓ Overexploitation of fishery resources and degradation of production ecosystems;
- ✓ Poor implementation of good governance practices (co-management, management plans, control of effort and fishing capacity);
- ✓ Absence of a regional and coordinated policy for controlling the effort and the artisanal and industrial fishing capacity.

The intervention Area 2 “Consolidation and extension of the achievements of sub-regional cooperation in the fight against IUU fishing and maritime safety” should be the subject of a consensus in the light of the successes from the WATF which are appear clearly during the evaluation of the 2010 - 2020 SAP. The new SAP must build on the strengths of FCWC and one of these strengths is set out in point 3 of the SWOT analysis, strengths component: “Decisive step taken in the implementation of the RAP against IUU fishing with the experience of the Fisheries Intelligence and Support to MCS Systems in West Africa, the WATF and the NWGs. The WATF and NWGs directly contributed to fisheries law and regulation compliance

efforts at the regional and national levels (direct contribution to vessel boarding, denial of licenses and flag to high-risk vessels, conducting inspections and controls in relation to the PSMA compliance). Countries regularly share information, including national licenses lists, and mutually assist and cooperate with each other. The sub-region became a pioneer in developing cooperative approaches to combat IUU fishing". The new SAP must also ward off threats (see Table 2).

The intervention Area 3 "Development of fisheries research and a regional information system to support management measures" responds to a weakness in the SWOT analysis (point 6 of the list of weaknesses). Research is essential for management. The results of the 2011-2020 SAP (Area of intervention 5) show some progress in this area but it is still very insufficient. When developing the Regional Fisheries Resources Management Plan, it became clear that the current state of research in the sub-region is a major constraint for the implementation of coordinated management at the sub-regional level.

The Area of intervention 4 "Elaboration and implementation of a coordinated aquaculture development policy at the FCWC level " stems from a strategic choice made by the FCWC highest authorities (decision of the Conference of Ministers). It is also justified by the SWOT analysis: i) at the level of threats: Increased fish imports in volume and value, and threats to food security, the livelihoods of fishing communities and the balance of payments of countries; ii) at the level of strengths: Existence of a rich potential for aquaculture development thanks to the hydrographic network density, the high-water availability and the experiences capitalized by Nigeria, Ghana and Benin that can be shared and disseminated in the other Member States.

The Area of intervention 5 "Reinforcement of the organizational and human capacities of the FCWC bodies" is justified by the results of the evaluation of the organizational performance and the performance of human resources. Regarding the SWOT analysis, point 8 of the weaknesses points out: "Weakness of the General Secretariat at the organizational level and in terms of human resources". Without decisive action in this area, the implementation of SAP 2021-2030 will encounter enormous difficulties. This domain corresponds to domain 6 of PAS 2011-2020 but is expressed in a targeted manner.

The Area of intervention 6 "Development of partnerships to support sub-regional cooperation and policies of the Member States" reflects the need for external support to implement the new SAP. The budgetary situation of the Member States does not make it possible to face the many challenges of sub-regional cooperation in fisheries and justifies the deployment of activities in the search for partnership. The evaluation showed that the leadership of the Secretariat General has made it possible to have success in this area and to obtain significant results in certain areas (combating IUU fishing).

4. TRANSITION PROGRAMME (2021 - 2025): TOWARDS COMMON AND SUSTAINABLE FISHERIES MANAGEMENT IN THE FCWC AREA

Despite the importance of the fishing potential of the FCWC Member States, the contribution of fisheries to economic and social development indicators (added value generated, jobs created, food for the population, foreign exchange earnings) is tending to decline because of the general scarcity of resources, resulting from the overexploitation of most marine fish stocks and the predation on the fishing potential of the FCWC Member States by IUU fishing.

The existence of these constraints requires a common and coordinated fisheries management policy for several reasons, including: i) the existence of fish stocks shared by several FCWC

Member States; ii) the mobility of national fleets throughout the FCWC maritime area; and (iii) the need for a cooperative approach between States to effectively combat IUU fishing.

It was clear from the evaluation of the 2011-2020 SAP that FCWC has positioned itself as the leading institution for fisheries cooperation in the sub-region. As such, it has already initiated actions and reforms that resulted in progress in coordinating and harmonizing the policies and management measures of the Committee's Member States. As indicated above, among the actions and reforms initiated are the following: (i) the development of fisheries policy instruments; (ii) the progress made in combating IUU fishing; (iii) the progress made in developing a regional information system; and (iv) the consolidation of the mandate of FCWC through better integration into its sub-regional and regional institutional environment.

In all, FCWC gained significant experience in sub-regional fisheries cooperation with undeniable progress on issues such as the fight against IUU fishing. **Nevertheless, the results of the evaluation of the 2010-2020 SAP highlighted an issue of prioritizing objectives, but above all the lack of links and synergies between the areas of intervention. This weakness overshadowed the need for coherent and complementary areas of intervention oriented towards a common objective. The fight against IUU fishing concentrated a lot of effort, but on its own it will be insufficient regarding the response to the decline of fisheries resources in the sub-region. It must be correlated with exploitation regulating measures to be effective.**

The first Programme (Transition Programme) of the 2021-2030 SAP is situated in this perspective by having as its focus the main objective of FCWC set out in the Convention of creation, namely "promoting cooperation between the Contracting Parties with a view to ensuring, through appropriate management, the conservation and optimal use of the targeted living marine resources and encouraging the sustainable development of fisheries based on those resources." It considers coherent responses at the level of the entire management system encompassing fisheries management, research, monitoring, control and surveillance. Its components will be federated around a common objective.

4.1 Policy Framework and Issues of the Transition Programme

The Transition Programme has as a guiding framework the Convention establishing FCWC and the 2021-2030 SAP. The Convention establishing FCWC underlines actually the need for common policies between coastal countries on the protection, preservation and management of fisheries resources in the Central-Western Gulf of Guinea. Overall, the Transition Programme is consistent with the Comprehensive Strategic Framework for the Sustainable Development of Fisheries and Aquaculture, which complements the ECOWAS regional agricultural policy.

The 2021-2025 Programme also implements the guidelines of the 2021-2030 SAP. **It covers the six areas of intervention of the 2021-2030 SAP, but will proceed to a progressive implementation of the SAP insofar as it will be complemented by a second Programme covering the period 2026-2030.**

The planning of the Transition Programme activities takes into account the priorities, but also the implementation constraints, in particular the budgetary and financial situation of FCWC, the state of the internal human resources that can be mobilized to ensure the monitoring and implementation of the Programme, and the prospects for the technical and financial support expected from the partners of the sub-regional organization.

The Transition Programme will endeavor to develop complementarity and links between the areas or lines of intervention for coherence purposes. It is defined as a Transition Program towards common and sustainable management insofar as it aims to create the preconditions for the pursuit of this objective. Indeed, common management requires the implementation of management tools, most of which are currently lacking, although it should be noted that FCWC has already started working on these tools (2019-2023 RAP-IUU; WATF Framework; RFRMP). It also requires an adaptation of the fisheries regulation system to the objectives of common management. Generally, the agenda of cooperation activities under FCWC will tend towards the targeted objective.

The planned transition assigns objectives to each of the areas of intervention considered. The Transition Programme capitalizes on the results achieved and lessons learned from the implementation of the 2011-2020 SAP. It will be structured around reforms and activities to be carried out in the different areas of intervention of the 2021-2030 SAP.

4.2 Location, Duration and Objectives of the 2021-2025 Programme

The Transition Programme will be carried out at the level of FCWC and its interventions will cover each of the Member States.

It will be implemented over a period of five years, between 2021 and 2025.

The overall objective of the Transition Programme is to promote cooperation between FCWC Member States with a view to ensuring, through appropriate management, the conservation and optimum use of the living marine resources targeted and encouraging the sustainable development of fisheries (based on those resources) and inland aquaculture.

Specifically, the Transition Programme aims to create the necessary preconditions for the common and sustainable management of fisheries resources in the FCWC area.

4.3 Areas of intervention of the 2021-2025 Programme

The Transition Programme is structured around the six lines of action, retained by the 2021-2030 SAP.

Area of intervention 1 - Implementing the Regional Fisheries Resources Management Plan (RFRMP).

The Twelfth FCWC Conference of Ministers adopted the RFRMP which addresses the issues related to fisheries management at the sub-regional level, namely:

- ✓ Overexploitation of fisheries resources and degradation of production ecosystems;
- ✓ Low level of implementation of good governance practices (co-management, management plans, control of fishing effort and capacity);
- ✓ Lack of a regional and coordinated policy for the control of fishing effort and capacity in both small-scale and industrial fisheries.

Based on the diagnosis carried out, the RFRMP identified the tools necessary for common and sustainable management and defined their implementation process. The areas of intervention proposed in this framework are: i) developing, adopting and implementing management plans in FCWC fisheries; ii) harmonizing policies, laws and regulations governing maritime fisheries;

iii) improving the system of regulation of access to fisheries resources in small-scale fisheries;
iv) integrating Marine Protected Areas (MPAs) in the management of coastal fisheries. **The first three-year Programme will initiate the implementation of this Regional Plan in a gradual approach, in line with the transition, giving priority to the development of management tools.** The activities selected for this first area of intervention are defined below.

Activity 1.1: Developing a Shared Stocks Management Plan

The first Five-Year Programme will seek to start the process of developing a Management Plan for a fishery which presents a major challenge and whose eco-biological contours were defined by the scientific work carried out at regional level under the CECAF. To this end, FCWC Secretariat will initiate a reflection process with a view to determining the priority fishery based on shared stocks that should be the subject of a Management Plan. The development phase will be marked by the creation of a Regional Management Commission responsible for conducting the elaboration process, including the diagnosis of the fishery, the definition of management options, research and MCS activities. The Plan drawn up will be presented to the ACC for advice and then submitted for arbitration and political adoption to the FCWC Conference of Ministers.

Activity 1.2: Support for the Implementation of the Beach Seine Management Plans

Three FCWC Member States, namely Benin, Côte d'Ivoire and Togo, received support for the development of beach seine fisheries under the EAF-Nansen project. Although these countries have an operational framework for the implementation of management plans, they do not yet have the means to fund these plans. **FCWC Secretariat will engage in searching for means to fund these plans so to support the implementation in the three countries concerned and will resume the dialogue with Ghana** which was initially concerned to include it again in the process.

Activity 1.3: Harmonizing Policies, Laws, and Regulations Governing Marine Fisheries

The review of the fisheries policies and legal frameworks of FCWC Member States showed the existing disparities in fisheries management policies and measures. Harmonization work in this area will be initiated by the Transition Program. It will be based in particular on benchmarking and identifying existing good practices that can be generalized. The sub-activities planned are as follows:

- *Organizing consultation meetings between the maritime fisheries managers of FCWC Member States;*
- *Carrying out comparative studies on the policies, laws and regulations governing maritime fisheries in FCWC Member States, together with proposals for harmonization;*
- *Presenting harmonization proposals for advice to the ACC;*
- *Presenting harmonization proposals for political adoption to the FCWC Conference of Ministers.*

Activity 1.4: Improving the Access Regulation System in Small-scale Fisheries

In most African countries, particularly those in the central-western Gulf of Guinea, small-scale fishing capacity is oversized in view of the decline in catches of certain fishery resources. The results of the FAO/CECAF task forces indicate that the main target species in West and Central

Africa are fully exploited or even overexploited. The major problem of small-scale fisheries remains free and open access to the resource in many countries even though there is a coastal zone reserved for small-scale fishermen and technical management measures (gear, species, fishing seasons). Yet, there are no limits on fishing effort or capacity for either industrial or small-scale fisheries. Few countries established mechanisms to regulate fishing and access to the resource for maritime and inland small-scale fisheries despite the existence of the MCA Convention. FCWC Member States must commit themselves to setting up a consultation platform with a view to integrating small-scale fisheries into a viable system for the management of fisheries resources by establishing harmonized conditions and modalities of access to these resources for small-scale fishermen from third countries.

This activity comprises a number of sub-activities which are as follows:

- *Regional level Coordination of support for the identification and registration operations of small-scale fishing vessels.*

This will include, among others: i) sharing existing good practices such as the participatory approach to registration carried out in Benin involving professional organizations; ii) standardizing and codifying at regional level the registration operations to eventually and progressively achieve a regional register of small-scale fishing boats ; within this framework, an approach by fishery is proposed and to work first on the *Sardinella* fishery selected to be the subject of a development plan; iii) providing specific support to certain countries such as Nigeria which do not have proven experience in the management of the maritime small-scale fisheries fleet (study visits, expert reports);

- *Promotion of co-management and participatory surveillance:* the sub-activity will be implemented through: i) a prior initiative of FCWC consisting in taking stock of the state of the art of co-management in West Africa which will synthesize experiences and lessons learned, but will above all shed light on the potential contribution of this governance model to better control access in small-scale fisheries; ii) support to two (2) pilot experiments combining co-management and participatory surveillance in FCWC Member States. These 2-year pilot experiences will be replicated by other countries based on the lessons learned.

Activity 1.5: Integrating MPAs into coastal fisheries management

As in the northern part of the CEEAF region, the aim is to provide the FCWC region with a coherent network of MPAs as potential tools for fisheries management. These maritime areas will actually make it possible to: i) restore and protect coastal habitats such as mangroves and lagoons which contribute to biological productivity; ii) resist overexploitation by conserving the reproductive biomass; iii) ensure protection of species vulnerable to fishing. Consequently, it will be a question of providing FCWC with a genuine **Regional Strategy for MPAs**, like the example of those existing in other marine coastal regions. Beforehand, a regional, geospatial study will be carried out on the marine ecosystems in need of protection. Particular and priority attention will be given to strategic areas for the management of shared stocks. This activity leading to the development of the Regional Strategy will be carried out under the Transition Programme.

The sub-activities considered under this framework are as follows:

- *Geospatial identification study of strategic areas for species conservation;*

- *Developing the Regional Integration Strategy of MPAs into coastal fisheries management;*
- *Validating the Regional Strategy by the ACC;*
- *Adopting the Regional Strategy by the Conference of Ministers.*

Area of intervention 2 - Consolidating and extending the achievements of sub-regional cooperation in combating IUU fishing and maritime insecurity

This area of intervention makes it possible to implement the FCWC's Regional Action Plan to combat IUU fishing (RAP-IUU). This instrument is essential in the context of the objective of preserving the fishery resources of FCWC Member States in the light of the environmental damage, loss of resources and enormous loss of earnings that IUU fishing and piracy cause to the fisheries sector in the sub-region. The fight against IUU fishing is of paramount importance in the FCWC maritime area, which is known to be a hotspot for IUU fishing vessels and a focal point for piracy. If this predominant problem in the area is not addressed, any policy for the management, preservation and optimal use of fisheries resources is doomed to failure.

Achievements in this focus area have an impact on all other areas of intervention and in particular on what will be undertaken in the context of fisheries management. The update of the RAP-IUU in 2018 helped to take stock of its implementation and highlighted significant progress in the following areas: (i) establishing an operational cooperation and coordination framework with the WATF; (ii) adopting National Action Plans by three FCWC Member States; (iii) improving the MCS system for fisheries in Member States, particularly in Liberia, Côte d'Ivoire, Ghana and Nigeria; iv) review and promulgation of new law and regulations to combat IUU fishing in Liberia, Côte d'Ivoire, Ghana, Togo and Benin; v) acquisition of patrol vessels by Member States to improve at-sea patrols and inspection in their respective EEZs. These results will be consolidated and expanded through the sensitization and mobilization of development partners to provide technical and financial support in the implementation of several aspects of the RAP-IUU, and this, through the implementation of PESCAO and the second phase of the project "Fisheries Intelligence and MCS Support in West Africa". The activities selected for this second line of action are defined below:

Activity 2.1 - Harmonizing Legal Frameworks and Compliance with International Standards to Combat IUU fishing

The sub-activities considered under this framework are as follows:

- *Reviewing and updating national laws / regulations in accordance with international standards and conventions focused on the fight against IUU fishing;*
- *Developing / implementing national and regional action plans to prevent, deter and eliminate IUU fishing;*
- *Incorporating the results of the WATF into the fisheries policies of Member States;*
- *Supporting and awareness raising to ratify and implement the Port State Measures Agreement (PSMA) in FCWC Member States;*
- *Adoption and implementation of the FCWC Strategy to combat illegal transshipment at Sea.*

Activity 2.2: Developing Cooperation with Regional and International Institutions to Improve Information Sharing, Analysis and Cooperation in MCS

The sub-activities considered under this framework are as follows:

- *Establishing working relations with the International Organizations involved in combating IUU fishing and other criminal activities (ICCAT - International Commission for Conservation of Atlantic Tunas, INTERPOL, UNODC -United Nations Office on Drugs and Crime, ECOWAS Centre for Coastal and Marine Resources Management);*
- *Participation of WATF members and the technical team in international meetings on the fight against IUU fishing in order to disseminate and share the experience of the Task Force;*
- *Reciprocal exchange visits between WATF staff and experts from international organizations involved in the fight against IUU fishing;*
- *Support for the participation of the FCWC Secretariat and one representative per country (paid once) in ICCAT Consultative Meetings and ordinary sessions for four years.*

Activity 2.3: WATF Institutionalization and Operationalization

The sub-activities considered under this framework are as follows:

- *Implementing the management framework for the second phase of the project;*
- *Holding two WATF meetings per year;*
- *Developing annual regional work plans;*
- *Communication to improve the WATF visibility and cooperation;*
- *Strengthening the institutional capacity of the FCWC Secretariat to lead and take ownership of the WATF process;*
- *Maintaining the regional communication platform;*
- *Collecting, analysing and sharing regional information;*
- *Regular access to fisheries information by national fisheries authorities;*
- *Developing knowledge on the sub-regional fisheries system and the IUU fishing environment.*

Activity 2.4: Building Human Capacity of the FCWC Member States and the Secretariat on Operational MCS

The sub-activities considered under this framework are as follows:

- *Identifying quality national training institutes in the sub-region capable of conducting training sessions in MCS;*
- *Organizing regional training in MCS;*
- *Organizing experience exchange visits between MCS operators in the sub-region;*
- *Strengthening the capacity of national fisheries authorities to collect and analyse fisheries information and investigate fisheries offenses;*
- *Developing and implementing national training plans in the field of MCS based on the needs identified in coordination with the European Fisheries Control Agency (EFCA) and the NORAD project;*

- *Implementing specific training on the use of the guide and catch certification in partnership with EFCA in each of the FCWC countries;*
- *Development of MCS training tools (materials) to be made available to national fisheries authorities;*
- *Technical support to the agencies concerned during the investigation of fishing offenses.*

Activity 2.5: Developing Knowledge on the sub-regional Fisheries System and the IUU Fishing Environment

The sub-activities considered under this framework are as follows:

- *Comprehensive study of the integration of the WATF member countries into the value chains of fishery products at the sub-regional and international level to better identify the potential risks and practices of IUU fishing;*
- *Establishing a database of information and interests of fishing operations in West Africa (fisheries, species, ports, trade routes, owners, operators, agents, fisheries legal structures, etc.).*

Activity 2.6: Establishing an Operational sub-regional Surveillance System

The sub-activities considered under this framework are as follows:

- *Establishment and operation of the Regional MCS Centre;*
- *Providing the Regional Centre with appropriate MCS equipment including a regional VMS (Vessel Monitoring System);*
- *Establishing a Task Force on VMS data analysis and capacity building of members;*
- *Establishing a regional observer pool made available to the FCWC Member States;*
- *Organising joint regional fisheries missions/patrols in the Gulf of Guinea.*

Area of intervention 3 - Developing Fisheries Research and the Regional Information System to Support Decision-making Processes in Managing Fishery Resources

Research is essential for the management of fishery resources. The assessment of the 2011-2020 SAP shows some progress in the field of research, but it is still very insufficient. **During the elaboration of the FCWC RFRMP, it became clear that the current state of research in the sub-region is a major constraint in implementing coordinated management at the sub-regional level.** Furthermore, under its first (2011-2020) SAP, FCWC made significant progress in developing a regional fisheries information system. The foundations of this system were built thanks to the support of the TFPs such as FAO with, in particular, the adoption by Member States of a modern fisheries data collection system based on the use of Open Artfish software. The established regional information system is also materialized by the creation of a Regional Data Centre with equipment and an Internet network as well as staff to manage it. These achievements in the development of a regional information system and in the field of fisheries research potentially offer the possibility of providing advice on fisheries management for the entire central-western Gulf of Guinea region.

FAO intends to strengthen its partnership with FCWC in the field of research and capacity development in the years to come. This will be done under the CECAF-PESCAO project and EAF-Nansen Program. An analysis conducted by CECAF shows that many member countries, including in the FCWC region, do not benefit fully from advice provided when they make

management decisions at national level. Therefore, to solve this problem, CECAF and FCWC intend to develop a **Strategy so as to improve the use of CECAF advice** as well as a **monitoring tool of CECAF scientific advice** in the future. This will be done based on case studies in three FCWC member States on the challenges linked to the integration of CECAF management advice into their national processes and the mitigation actions of those challenges. The EFA-Nansen program which is also implemented by FAO will bring additional support to extend the work to the whole FCWC area.

The objective of strategic focus area 3 is then to feed decision-making processes of fisheries managers in the field of fishing research and by strengthening the achievements in terms of development of a regional fisheries information system. The purpose is to get reliable and accurate data to improve fisheries policies and management and aquaculture as well as decision-making processes both for managers and economic operators. This area will focus on all coastal resources and fisheries, but will be especially decisive for **resources/fisheries which will be subject to development plans (shared stocks; beach seine)**. The following activities are agreed for the third area of intervention.

Activity 3.1: Search for support of development plans and capacity building of actors

The sub-activities considered under this activity are as follows:

- *Support in organizing scientists of the sub-region in a sub-regional task force to carry out scientific studies meant to support development plans which will be elaborated;*
- *Search for support to define technical actions for the shared stocks development plan and monitor their implementation (resource monitoring; search on catchable species minimal size, on the selectivity of gears, etc. .);*
- *Participatory search to support the implementation of beach seine development plans (fisheries monitoring, monitoring and evaluation of technical actions, participatory surveillance, etc.);*
- *Development of a harmonized management and monitoring sub-regional framework for beach seine.*

Activity 3.2: Improving sub-regional governance of marine resources in the CECAF/FCWC area by using knowledge-based advice

The following sub-activities will be carried out under the CECAF-PESCAO project and the EAF-Nansen Program being implemented by FAO and in close collaboration with the FCWC Secretariat and its Member States:

- *Review of case studies for challenges linked to the integration of CECAF management advice in their national processes and the mitigation actions of those challenges with a view to prepare a Strategy for CECAF framework of scientific advice and management;*
- *Capacity building of networks of non-state actors and fishermen's organizations to contribute to discussions on governance at regional and national levels;*
- *Proposal of a monitoring system to assess the implementation of CECAF recommendations in the FCWC area;*
- *Summary and sharing of data communication requirements in general and in CECAF / FCWC countries in particular;*
- *Inventory of research activities at CECAF/FCWC to publish and disseminate;*

- *Evaluation of regional capacity for reporting on various national and regional sharing initiatives (holding of meetings other regional organizations (FCWC, ECOWAS, IBAR-AU);*
- *Review of fisheries resources evaluation methodologies for CECAF;*
- *Training on the evaluation toolbox of fisheries resources developed;*
- *Support to the FCWC Member States for the application of the Ecosystem Approach to Fisheries (EAF) management (training on toolbox developed and support for its use).*

Activity 3.3: Building of national and regional capacities for data collection and analysis on fisheries

The sub-activities are as follows:

- *Organization of a regional workshop to identify data gaps on fisheries;*
- *Organization of a lessons learned sharing workshop of existing data collection tools, and proposals for improvement of existing databases (at national and sub-regional level);*
- *Strengthening of collaboration between FCWC and the Member States on Fisheries Resources Monitoring System.*

Activity 3.4: Improving knowledge on value chains

This activity aims at a better understanding of value chains, namely those linked to stocks/fisheries meant to be the subject of development and to aquaculture. As for fishing, the purpose is to better understand the role of market incentives on the over-exploitation processes which question the sustainability of exploitation. The purpose is to ensure the operation of sectors leads to a fair share of profits between actors, and leads to an increase of profits thanks to actions aiming at improving the quality of products. A special attention is paid to vulnerable groups especially women working in post-catching sectors (marketing and artisanal processing of fishing products), by identifying policies and actions favourable to them. As for aquaculture, there is a need to consider the new support paradigm to this activity (investments in different segments of the value chain) by focusing on the evolution of roles and responsibilities of public and private sectors as well as the civil society. This first five-year program will endeavour to carry out studies on at least two value chains for fishing and one for aquaculture which will help identify priority actions at FCWC scale which implementation will be planned in the second five-year Programme with the support of partners.

Area of intervention 4 - Elaborating and implementing a coordinated aquaculture development policy at FCWC level.

This area of intervention results from a strategic choice made by the highest authorities of FCWC (decision of the Conference of Ministers). To that you add the fact that supply of wild fish is at a standstill and the increase of fish imports in volume and value in different FCWC Member States what is a real threat on the food and nutritional security of populations, livelihoods and the balance of payments of countries. Indeed, the total import of fish in the FCWC area reached 2.5 millions of tons in 2011. Yet, in the sub-region, there is a rich potential of aquaculture development thanks to the density of the hydrographic network and the strong availability of water. Thanks to these favourable conditions, aquaculture has a good opportunity to contribute to fish self-sufficiency or at least to sizably reduce fish imports and then the deficit of the balance of payments of countries.

Many countries have understood this need to increase fish production and have for that matter already prioritized aquaculture development in their development policies of the farming and fishing sector. However, as a matter of fact, this development of aquaculture happened in an unequal way, with namely two major producers: Nigeria and Ghana, who account for 96% of the aquaculture production of the sub-region. Efforts keep on being made by other countries to promote aquaculture practices, namely Benin and Côte d'Ivoire with the technical and financial support from JICA under the form of projects: (i) the project for the dissemination of inland aquaculture (first phase 2020-2014; second phase 2017-22) ; and (ii) the revival project of inland fish farming production in Côte d'Ivoire (2016-2019). The offer of hands-on training in aquaculture in Egypt (since 2009) has complemented this support by JICA. Let us also mention the primeval role played by the private sector in the development process of aquaculture in the leading countries in this field.

Recently, JICA has reiterated its interest to strengthen its support to FCWC member states through the elaboration of a regional approach for the sustainable development of aquaculture. The joint regional seminar, organized jointly with FCWC and the Government of Benin, in March 3-5, 2020, Cotonou, allowed drawing lessons on current aquaculture projects and identify the means to support the development of inland aquaculture in West Africa. The regional meeting strongly recommended: (i) to extend the Benin experience (Inland aquaculture extension project in the Republic of Benin - PROVAC) in countries not yet covered; (ii) maintain the reflection on financing mechanisms relevant to fish farmers; (iii) enhance the coordination of aquaculture development actions in all FCWC Member States; and (iv) keep making actors more professional to facilitate their access to financing opportunities.

Hence, there is a need to develop a coordinated policy for sustainable aquaculture at the FCWC scale. This requires the design of a regional strategy to support the development of inland aquaculture in the FCWC area and the establishment of an effective partnership between public and private sectors. The following activities are agreed for this fourth area of intervention.

Activity 4.1: Elaborating a Strategy to support the sustainable development of inland aquaculture in the FCWC area

The sub-activities considered are as follows:

- *Creation of an Aquaculture task force in charged, among others, of supervising and monitoring the work, and made up of the ACC members and FCWC expert resource persons;*
- *Evaluation of actual aquaculture potentialities (marine and inland) in the FCWC area;*
- *Preparation of the draft Strategy to support the sustainable development of inland aquaculture in the FCWC area;*
- *Submission of the draft Strategy to ACC and validation;*
- *Adoption of the regional Strategy by the Conference of Ministers;*
- *Publication/Dissemination of the Strategy in Member States and with partners;*
- *Fundraising for the implementation of the Strategy.*

Activity 4.2: Developing strategic partnerships between private and public sectors

- *Support the professionalization of aquaculture actors;*
- *Organization of a platform for aquaculture private and public actors so as to strengthen research, promotion of innovation and effective technologies to boost local production in the region;*
- *Establishment of a regional network of private actors in the aquaculture sector (establish links with the West Africa Non-State Actors in Fishing and Aquaculture (WANSAFA))⁶.*

Area of intervention 5: Organizational and human capacity building of FCWC organs.

This area of intervention is justified by the results of the evaluation of FCWC organizational and human resources performance. Indeed, FCWC Secretariat is characterized by a poor organizational and human resources level. Without decisive actions in this field, the implementation of the 2021-2030 SAP will face huge difficulties. This area corresponds to area of intervention 6 of the previous SAP (2011-2020) but is expressed in a targeted way.

The evaluation of SAP 2011-2020 has revealed obvious organizational gaps and the operation of FCWC organs may be questioned in this regard. This is a significant factor to underline despite the fact that FCWC benefited from and good leadership, through the effectiveness of the Secretary General in fundraising and the search for external partnerships. The poor staff mobilization and irregular financial contribution of Member States have strongly limited the activities of ACC. This committee could not play its technical support role with FCWC during the implementation period of the SAP 2011-2020. This has undermined the capacity to value sub-regional expertise in the implementation of the SAP as well as its monitoring.

Although the FCWC's organizational performance has significantly improved through a series of actions and decisions starting as of 2015, organizational gaps such as the lack of key human resources for monitoring-evaluation and for fisheries management, in particular a co-managing specialist and a fisheries research specialist, remain. The gap in monitoring & evaluation is felt in reporting. Furthermore, it should be noted that the Secretariat is not yet provided with an organization chart determining the technical and administrative units that make it possible to specialize and guide the work of the technical staff based on the main programmes implemented.

Activity 5.1: Adopting a New Organization Chart

The aim here is to implement the proposals and recommendations resulting from the survey commissioned in November 2007 by the FCWC Conference of Ministers⁷, for an organization chart tailored to the mission of the FCWC Secretariat and the specificity of a RFO. The survey helped to identify the technical and administrative units to be set up in the organization chart, but also the required job profiles. Most of the proposals and recommendations resulting from the survey are still relevant.

⁶ WANSAFA which was created in 2018 under the aegis of AU, FAO and ECOWAS is a forum of dialogue, coordination and experience sharing between non-state actors (NSAs). Its main mission being to contribute to the formulation and implementation of sector-based policies and strategies of fishing and aquaculture in ECOWAS Member States and Mauritania for a sustainable management of fishing resources for the benefit of NSAs.

⁷ FCWC Secretariat structure and mechanisms for a sustainable financing climate for the Secretariat.

Activity 5.2: Improving the Management and Internal Control System

The sub-activities considered are as follows:

- *Administrative training of staff (including training in the use of the manual of financial and accounting procedures and the auditing process);*
- *Establishing a regular audit of accounts.*

Activity 5.3: Establishing a Monitoring & Evaluation System at the Secretariat level

The sub-activities considered are as follows:

- *Creating a Monitoring and Evaluation Unit within the Secretariat;*
- *Developing appropriate monitoring and evaluation procedures and tools for SAP within the Monitoring and Evaluation Unit;*
- *Applying appropriate SAP monitoring-evaluation procedures and tools.*

Activity 5.4: Capacity-Building of the Secretariat and Member States for the SAP implementation

The sub-activities considered are as follows:

- *Reviewing the Convention on FCWC creation;*
- *Submitting the Convention to the Conference of Ministers for validation;*
- *Developing a capacity building plan and implementation;*
- *Organizing a training session on FCWC procedures;*
- *Organizing training sessions in participatory planning (project design, monitoring-evaluation), negotiation, fundraising.*

Activity 5.5: Improving the Organization's Financial Viability

The sub-activities considered are as follows:

- *Organizing awareness-raising and advocacy missions in Member States by the Permanent Secretariat in addition to the commitment of Member States at Conferences of Ministers for the regular payment of contributions;*
- *Updating the survey on innovative financing mechanisms for FCWC, conducted in 2009;*
- *Submitting the proposals resulting from the updated survey on innovative financing mechanisms to the Conference of Ministers for validation;*
- *Organizing advocacy/lobbying missions to technical and financial partners such as ECOWAS, FAO and AfDB to capture part of the available funding.*

Activity 5.6: Improving Information Management within the FCWC and the Reporting Quality

- *Identifying and proposing advanced technological tools to increase labour productivity at the sub-regional and national levels;*
- *Creating a platform to collect and file information (internal server) accessible to all FCWC Secretariat staff;*
- *Developing a standard reporting format (technical and financial) for the Technical and Administrative Units of the Secretariat to be set up;*

- *Adopting and implementing the standard reporting format by all Technical and Administrative Units;*
- *Producing annual technical and financial reports by the Technical and Administrative Units;*
- *Reflecting on the best formula to assign responsibility in each Member State to a person in charge of assisting the members of the CCC in managing information.*

Activity 5.7: Strengthening Internal Communication, Coordination and Consultation within the FCWC.

- *Establishing bimonthly coordination meetings within the Secretariat;*
- *Organising quarterly information-sharing sessions on selected themes and/or project/program activities;*
- *Organizing strategic reflection retreats for all FCWC staff by the Secretariat;*
- *Strengthening the overall communication of the FCWC (allocation of sufficient technical, human, financial and material resources to implement the Communication and Visibility Strategy).*

Area of intervention 6 - Developing Partnerships to Support Sub-Regional Cooperation and Member States' Policies

In order to carry out its mission and achieve its objectives, FCWC needs to develop partnerships to strengthen its currently limited means of action and to develop synergies with interventions targeting the same objectives in the fisheries and aquaculture sector. The partnership poles to be developed will mainly concern:

- **RECs.** Thanks to the AU support through IBAR and the EU through its PESCAO Program implemented under the ECOWAS, FCWC already benefits from ECOWAS and AU support which enabled the implementation of the 2018-2020 Three-year Program activities. A qualitative leap was achieved in the relationship with ECOWAS, which has decided to make FCWC and SRFC its technical arms. ECOWAS went so far as to delegate to FCWC the management of certain projects (PESCAO). The first five-year Programme will endeavour to give a sustainable institutional form to this relationship by establishing a partnership agreement between the two organizations which will specify the mutual commitments of both parties. A similar step will be taken towards WAEMU. This partnership pole should enable FCWC to be in line with sub-regional integration policies, on the one hand, and to benefit from financial support to carry out its activities on the other hand.
- **Technical Partners.** FCWC will continue existing collaborations with technical partners having expertise and experience in key areas of the strategic plan implementation. In particular, it will call upon: FAO, ATLAFCO, INFOPECHE (Intergovernmental Information and Cooperation Organization for the Marketing of Fishery Products in Africa), PRCM, RAMPAO etc. for technical support while implementing the management plan, developing the regional information system; ICCAT, INTERPOL, UNODC, EFCA while implementing activities to combat IUU fishing.
- **Financial partners.** FCWC has already established partnerships or contacts with bilateral or multilateral cooperation institutions (EU, NORAD, JICA) which already

finance its activities. The same applies to financial institutions such as the World Bank and the AfDB.

- *Civil society and socio-professional organizations in the fisheries sector.* To be effective, the sub-regional fisheries cooperation policy must be inclusive and the participation of these actors in its development and implementation will be decisive. FCWC has already taken initiatives to identify existing grouping structures in the sub-region. It has also considered joint actions with some of the organizations listed. The Transition Program has set the ambition of **creating an advisory body representative of these actors** which will be involved while implementing activities. Prior work will be undertaken to identify and assess the representativeness of existing organizations.

The Area of intervention 6 will aim at consolidating all these types of partnerships and extending them to other actors if necessary. FCWC's priorities for action will guide the search for partnerships. The priority needs of partnership under the Transition Program cover the following areas: (i) support for the process of developing the Management Plan for the shared stocks fishery; (ii) support for the implementation of the Beach Seine Management Plans, including accompanying research; (iii) support for the process of harmonizing policies, laws and regulations governing marine fisheries; (iv) support for the regulation of access in small-scale fisheries ; (v) support for the strengthening of national and regional capacities to collect and analyse fisheries data; (vi) support for the improvement of knowledge on value chains; (vii) support for the development of a Regional Strategy for the Sustainable Development of Aquaculture in the FCWC area; (viii) support for the development of partnerships between the public and private sectors in the aquaculture sub-sector; and (ix) promotion of good aquaculture practices.

The activities selected for this area of intervention are defined below:

Activity 6.1: Creating an Advisory Body Representative of Civil Society and Socio-Professional Organizations in the Fisheries Sector

A census and assessment of the representativeness of existing organizations will be carried out first. Then, the advisory body will be created to involve these different actors while implementing the FCWC activities planned in the SAP.

Activity 6.2: Mobilizing Funding from Partners to Implement the Transition Programme

The sub-activities considered under this framework are as follows:

- *Developing and submitting funding requests based on duly prepared project documents;*
- *Organizing project negotiation meetings with partners;*
- *Holding round tables with donors.*

Activity 6.3: Encouraging ECOWAS to rely more on FCWC to Implement its Global Strategic Framework for the Sustainable Development of the Fisheries and Aquaculture Sector in West Africa

The sub-activities considered under this framework are as follows:

- *Information and regular communication of FCWC's activity results to ECOWAS;*
- *Systematic involvement of ECOWAS in SAP implementation activities;*

- *Compliance of FCWC intervention framework with the Global Strategic Framework for the Sustainable Development of the Fisheries and Aquaculture Sector in West Africa.*

Activity 6.4: Creating Organic Links with the RECs (WAEMU, ECOWAS)

The sub-activity envisaged in this framework is:

- *Negotiating and signing a Partnership Agreement between FCWC, WAEMU and ECOWAS. The objective is to bring ECOWAS to make FCWC and the SRFC its two technical arms and facilitate the funding of their activities.*

4.4 Programme Stakeholders

The Programme stakeholders include firstly the final beneficiaries who are the agents of the fisheries sectors in the Member States (fishermen, fish wholesalers, processors, women in the sector). Improving the productive base resulting from the implementation of the Programme's components will make it possible to guarantee and secure the incomes of these stakeholders, who are currently mortgaged by the phenomena of overexploitation and depletion of the resource.

The other Programme stakeholders are:

- The Member States through the administrations involved in fisheries management (bodies responsible for management, the fisheries MCS, environmental protection) and fisheries research organizations;
- RECs, mainly ECOWAS and WAEMU, engaged in a "faire-faire" policy regarding the implementation of their fisheries and aquaculture development policies and programs. They are potential partners for the funding and promotion of the Transition Program;
- TFPs, some of which are already involved in implementing some components of the Program through their financial support (EU, NORAD, and FAO). The range of TFPs will be extended so as to have support to cover all the components of the Program;
- Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) to benefit from their specific competences and know-how in certain fields (environmental protection, information and awareness raising).

4.5 Programme Financing

The global cost of the transition program is estimated at \$ 6,980,050. The secured financing amounts to \$ 3,978,710 USD and is covered by EU, NORAD, etc. The amount of financing to be raised stands at approximately \$ 3,001,340

The sharing of resources to be mobilized by stakeholders is shown in table 2.

Table 2 : Sharing of resources to be mobilized by stakeholders

Transition program focus areas	Planned amounts	Secured amounts			Financing gap	Financing of gap	
		Total	FCWC	TFPs		FCWC	TFPs
Area 1	2,033,240	-	-	-	2,033,240	304,986	1,728,254
Area 2	3,629,470	3,629,470	-	3,629,470	-	-	
Area 3	565,400	339,240	-	339,240	226,160	33,924	192,236
Area 4	621,940	-	-	-	621,940	93,291	528,649
Area 5	120000	-	-	-	120,000	60,000	60,000
Area 6	10,000	10,000	10,000	-	-	-	-
TOTAL	6,980,050	3,978,710	10,000	3,968,710	3,001,340	492,202	2,509,139

The evaluation of resources required for the implementation of the transition program reveals a gap. To fill this gap, there is a need to develop and implement a financing mobilization strategy. This strategy takes into account the main conclusions and lessons learned from the evaluation of the 2010-2020 SAP. This is the poor financial commitment of Member States in contrast to the growing interest and commitment of several partners (REC such as ECOWAS; RFOs such as ATLAFCO; technical partners such as IBAR-AU; donors such as NORAD, EU, JICA, FAO, World Fish etc.). This has led to a poor endowment of FCWC in own resources, an excessive dependency on external partners and finally the difficulty of the organization to defend its own choices and priorities in the pursuit of its activities.

4.6 Financing Strategy of the Programme

The course of action to be followed in the negotiation of financing with external partners will be to put forward the priorities of the SAP but also to ensure a balanced sharing of financing between the different areas of intervention to avoid to under-finance or over-finance some components. To remove the constraints identified by the evaluation, the financing strategy of the 2020-2030 SAP and of its transition program will bring the following major innovations:

- The search for innovating, sustainable but also endogenous mechanisms so as to diversify the internal financing sources, exclusively based on contributions made by the Member States. Like other regional fisheries cooperation organizations (SRFC namely), a study will be carried out to identify mechanisms relevant to the sub-region. Experience shows the feasibility of several options (payment of ship-owners based on the registration in a fishery sub-regional register, income generated by the management of the sub-regional program of observers with competencies considered by PESCAO, royalties drawn from the management of shared stocks, etc.).
- Leveraging the partnership with ECOWAS and WAEMU. This partnership is already effective as part of the implementation of the PESCAO. However, there is a need to formalize and boost it through the establishment of partnership agreements. There a two-fold challenge: i) make FCWC benefit from the resources that those RECs could assign to it through a grant in support of cooperation. In such a case, FCWC may position itself to implement fishing projects planned by the OER because the latter have adopted the “faire-faire” strategy to implement their projects; ii) capture the funds under the form of on-lending the regional development fund some TFPs (EU, AfDB, JICA, etc.) may channel through RECs.

Beside those strategies, the financing mobilization strategy will be based on:

1) Advocacy and awareness campaigns with national authorities of Member States

The targeted objective is that member States pay regularly their statutory contributions to the budget. The incumbent Chair of the Conference of Ministers and/or Secretary General of FCWC will plan for that purpose annual missions in all member States to meet national sectoral authorities. The new SAP and its transition program will serve as basis to the advocacy.

2) Organizing annual round tables with donors

During the implementation of the 2010-2020 SAP, FCWC showed real attractiveness with TFPs. This momentum will be maintained and enhanced thanks to the new SAP which provides a new horizon of cooperation. The holding of regular and periodic round tables with donors will foster a renewed dialogue around the objectives and focus areas of the transition program. The Secretariat will prepare for that purpose the detailed project documents to be submitted for financing. Round-tables with donors will also serve as a joint framework for the monitoring-evaluation of the implementation of the new SAP and its transition program so as to allow the parties checking the status of their respective commitments.

4.7 Implementation means of the Transition Programme

4.7.1 Financial and human resources

Financial resources

Part of the required financial resources for the implementation of the activities of the transition program have been mobilized thanks to the support of technical and financial partners, namely EU, NORAD (Canadian cooperation). The global financial contribution of these partners amounts to **\$ 3,001,340 USD**. This support focuses on area of intervention 2. The search for partnership and mobilization of endogenous resource mobilization thanks to the effective payment of the contributions of Member States and the establishment of new funding mechanisms will be crucial for the implementation of the transition program.

Human resources

For the implementation of the transition program, it is required to have specific human resources profiles commissioned to stimulate and coordinate the implementation of the different components of the Programme, namely:

- An expert specialist of fisheries and aquaculture, ensuring the general coordination of the Programme;
- An expert in planning for the coordination and impulsion of the area of intervention 1 “Implementation of the Regional Fisheries Resources Management Plan”;
- A researcher in fishing for the coordination and impulsion of area of intervention 3 “Developing fisheries research and a regional information system to support management actions”;
- An expert in MCS for the coordination and impulsion of area of intervention 2 “Consolidating and extending the achievements of sub-regional cooperation in combating IUU fishing and maritime insecurity”;

- An expert in aquaculture for the coordination and stimulus of area of intervention 4 “Elaboration and coordinated implementation of aquaculture development at FCWC level”;
- An expert in charge of the Programme monitoring and evaluation.

The existing technical staff may be mobilized to carry out some activities specific to the Program. The FCWC Secretary General will ensure the general coordination of the Programme. The Regional Coordinator of PESCAO/TMT project will steer *de facto* area of intervention 2. The Fisheries Technical Advisor which is part and parcel of the permanent staff, in charge of PESCAO monitoring-evaluation, will extend his position to the whole components of the Program as part of the Monitoring-Evaluation Unit which will be established in the Secretariat. This Unit will be strengthened through the recruitment of a monitoring-evaluation specialist. The technical advisor in aquaculture will coordinate the implementation of Area of intervention 4. Shall be hired for the term of the Programme, an expert in development (for Area of intervention 1) and one fisheries researcher (for Area of intervention 3). Alternative options which may be considered are the fact of resorting to a seconded staff or to international technical assistance.

4.7.2 Links with other operations

The Transition Programme will be implemented in relation with a number of current operations. It is about projects contributing to the implementation of some components of the Programme and then are part of the projects portfolio of the Transition Programme.

The Project “Fisheries intelligence and MCS support” participates substantially in the implementation of Area of intervention 2 of the SAP. One first project lasting four years was initially implemented between 2014 and 2018. The second phase of the project (in progress since end of 2018 and until 2022) aims at deepening the consolidation, capacity building, analysis of lessons learned and political support to reach for long term sustainability.

The OCEAN 5’s project « Improving access to information on African fisheries » lays the emphasis on the comprehensive study of fishing operations in sub-Saharan Africa's EEZ, the review of legal, commercial and operational bodies used by international operators and the identification of critical places where there are risks of illegal fishing and related crimes.

The MCS component of PESCAO. This Programme, which implementation covers the period ranging between April 2018 and April 2021, aims specially at building the capacity of national and sub-regional authorities in MCS of fisheries, namely at FCWC level. PESCAO develops a synergy with the “Fisheries intelligence and MCS support” project by pooling resources.

The collaboration with the CECAF-PESCAO project supported by the EAF-Nansen Program will potentially contribute to the outcomes of areas of intervention 1 “Implementing the regional fisheries resources management plan” and 3 “Developing fisheries research and the regional information system to support management actions”.

4.8 Outcomes and implementation plan

4.8.1 Expected outcomes

The outcomes expected from the implementation of the Programme are as follows:

Area of intervention 1: Implementing the Regional Fisheries Resources Management Plan

- 1) A shared stock development plan is elaborated and adopted by Member States.
- 2) Beach seine development plans are implemented.
- 3) Policies, laws and regulations governing maritime fishing in Member States are harmonized.
- 4) The regulation system of access in artisanal fisheries is improved.
- 5) An integration strategy of MPAs into the management of coastal fishing is developed and adopted by Member States.

Area of intervention 2: Consolidating and extending the achievements of sub-regional cooperation in combating IUU fishing and maritime insecurity

- 1) Legal and political frameworks of fisheries are harmonized and compliant with international standards and allow ensuring an appropriate fight against IUU fishing.
- 2) Cooperation with regional and international institutions is developed to improve the sharing of information, analysis and cooperation in MCS.
- 3) WATF is institutionally integrated within FCWC and is operational.
- 4) The human capacity of Member States and of the FCWC Secretariat in terms of operational MCS is built.
- 5) Knowledge is developed on the sub-regional fishing system and the environment of IUU fishing.
- 6) A sub-regional surveillance system is established and is operational.

Strategic focus area 3 - Developing fishing research and of a regional information system to support decision-making processes in terms of fishery resources management.

- 1) Scientific know-how is generated to facilitate the implementation of fisheries/stocks development plans.
- 2) CECAF's management advice is effectively integrated into national frameworks for a good governance of marine resources in the FCWC area.
- 3) National and regional capacities are built in terms of data collection and analysis on fisheries.
- 4) Knowledge of value chains is improved.

Area of intervention 4 - Elaborating and implementing a coordinated aquaculture development policy at FCWC level.

- 1) A Strategy to support the sustainable development of inland aquaculture in the FCWC area is elaborated and adopted.
- 2) Strategic partnerships between private and public sectors are developed in the aquaculture sub-sector.

Area of intervention 5: Organizational and human capacity-building of FCWC organs

- 1) The FCWC Secretariat has adopted a new organization chart.
- 2) The internal management and control system is improved.
- 3) A monitoring-evaluation system is established at Secretariat level.
- 4) The capacity of the Secretariat and of Member States are built to contribute to the implementation of the SAP.

- 5) The financial viability of the Organization is secured
- 6) Information management within the FCWC and quality of reporting are improved
- 7) Internal communication, coordination and consultation with FCWC are strengthened within FCWC.

Area of intervention 6: Developing partnerships to support sub-regional cooperation and member States policies

- 1) A representative advisory organ of the civil society and socio-professional organizations of the fisheries industry is created.
- 2) Financing packages are mobilized with partners to ensure the financing of activities of the first five-year plan.
- 3) ECOWAS builds more on FCWC to implement its programs/projects in the fishing sector and of aquaculture.
- 4) Organic links are created with Regional Economic Communities (WAEMU, ECOWAS).

4.8.2 Implementation Plan

Intervention Strategy

The intervention Strategy of the Transition Programme is based on the complementarity and synergy between the different areas of intervention with a view to reach the objectives of the Programme. The Area of intervention 1 relating to the implementation of the Regional Fisheries Resources Management Plan will be structuring for the Programme. It will allow designing actions relating to management plans, conservation actions, conditions of access control at sub-regional level etc.

This Area of intervention sets the guidance framework of activities which will be carried out in other areas of intervention. The Area of intervention 3 “Developing fisheries research and a regional information system to support management actions” will induce actions aimed at putting national fisheries research bodies of the FCWC Member States in a position and capacity to respond to the needs of the regional fisheries resources management program (research works on the evaluation of shared stocks being subject to development, setting of fishery possibilities on different fisheries (fishing area, mesh size, minimum catch size), identification of strategic marine areas for the sub region’s fisheries etc.). The Programme thus allowing research to bring a valuable contribution to management since it will provide accurate responses to questions asked to it. Also, the planning in time of activities of Areas of intervention 1 and 3 will be intimately linked. This design in the sequencing of activities is also valid for the regional information system. Indeed, the Area of intervention 3 will enable to develop social science knowledge on the sub region’s fisheries and as a priority those which will be subject to common management. Besides, the search for partnerships will be combined with the needs expressed through areas of intervention 1,2, 3. The sought partnership will aim at establishing technical and financial support for the conduct of the activities of the different areas of intervention.

Programme management system

The Programme will be managed at the FCWC Secretariat level. The FCWC Secretary General will ensure the general coordination of the Programme implementation, in the current system of available human resources to be strengthened, however, by adding new competencies. He will be in charge of implementing the activities related to the Area of intervention 6

(Developing partnerships to support sub-regional cooperation and Member States policies) and the Area of intervention 5 (Building the organizational and human capacity of FCWC organs).

Coordinators will be appointed for each other area of intervention according to the scheme planned as regards implementation resources.

The ACC whose make-up and powers have been defined by the Agreement creating the FCWC will steer the Program. This committee is composed of Directors of maritime fisheries of Member States. It will notably be in charge of reviewing and approving annual work plans, monitoring and their implementation.

The M&E Unit which will be established will supervise the Program monitoring-evaluation. FCWC financial management procedures and tools will apply to the Program.

The Programme's Communication will fit into FCWC's current Communication Strategy. A communication component around the Programme will be developed with the support of FCWC Communication Officer.

External evaluation

The outcomes of the Transition Programme will be assessed by independent consultants hired based on terms of reference. Two external evaluations of the Programme will be conducted, one mid-term evaluation and one final evaluation.

Risks

The main risk in the implementation of the Transition Program is about the potential reluctance or poor political will of Member States to bank on sub-regional cooperation of fisheries to improve the management of their fisheries sectors.

This failure may be expressed through the following forms:

- Irregularity in the payment of statutory dues of Member States to ensure the operation of the Secretariat and implement activities. In the current context, technical and financial partners manage, thanks to their support, to bear notably the operation costs of the organization and relieve Member States of some of their obligations. Under these circumstances, the effective and regular payment of statutory dues by Member States will allow flexibility to finance the activities of the transition program.
- Refusal or hesitations of Member States to accept the institutional, legal and political arrangements that implies common management. Development plans, the delimitation of protected marine areas, the harmonization of management actions will necessarily lead to amending national regulations, make transition towards a common management, what may, in some circumstances deprive States from national management prerogatives for the benefit of FCWC. This risk thus identified may be eluded or mitigated by an approach towards national authorities aimed at sensitizing, informing them about the usefulness of sub-regional cooperation and above all the value added they bring with regard to a strictly national vision of fisheries management.

Table 3 : Action plan and budget of the Transition Programme.

Specific Objectives / Outcomes / Actions	Budget (USD)	Financing source	Implementation period		Responsible
			Start	End	
Area 1: Implementing the Regional fisheries resources management plan					
O1.1: A regional shared stocks development plan is elaborated					
Holding of a regional kick-off meeting	47,000	TFP / FCWC Budget	2022	2022	Secretariat
Hiring of international expertise in support of the plan development process	37,600	PTF / FCWC Budget	2022	2024	Secretariat
Conduct of a diagnosis research of fisheries	18,800	TFP / FCWC Budget	2022	2023	Secretariat
Validation of the diagnosis by regional thematic commissions	85,840	TFP / FCWC Budget	2023	2023	Secretariat
Holding of a regional validation workshop of management options	47,000	TFP / FCWC Budget	2023	2023	Secretariat
Meeting of the Advisory and Coordinating Committee for the validation of the Plan	18,800	TFP / FCWC Budget	2024	2024	Secretariat/Advisory and Coordinating Committee (ACC)
Meeting of the Conference of Ministers for the adoption of the Plan	-		2024	2024	Secretariat/ACC
Subtotal	255,040	TFP / FCWC Budget			
O1.2: The management plans for beach seine are implemented					
Technical and financial support provided to the relevant countries	1,255,000	TFP / FCWC Budget	2021	2023	Secretariat/EM
Sub total	1,255,000	TFP / FCWC Budget			
O1.3: The policies, laws and regulations of FCWC member States governing maritime fisheries are harmonized					
Meeting of the regional task force on the harmonization of instruments	47,000	TFP / FCWC Budget	2021	2022	Secretariat
Regional expertise on harmonization	18,800	TFP / FCWC Budget	2021	2022	Secretariat
Meeting of fisheries Directors for the adoption of harmonized instruments	18,800	TFP / FCWC Budget			Secretariat/ACC
Meeting of the Conference of Ministers for the adoption of harmonized instruments			2022	2022	Secretariat/ACC
Subtotal	84,600	TFP / FCWC Budget			
O1.4: The regulation system of access in artisanal fisheries is improved					
Holding of a sub-regional workshop on the status of co-management	94,000	TFP / FCWC Budget	2022	2022	Secretariat
Support of three (3) pilot experiences of co-management	282,000	TFP / FCWC Budget	2023	2025	Secretariat
Support to countries for the census and registration of fishing boats	23,800	TFP / FCWC Budget	2022	2025	Secretariat
O1.5: MPAs are integrated into the management of coastal fishing					

Specific Objectives / Outcomes / Actions	Budget (USD)	Financing source	Implementation period		Responsible
			Start	End	
Geospatial identification study and development of the regional strategy for the integration of MPAs into coastal management	38,800	TFP / FCWC Budget	2022	2023	Secretariat
Subtotal	438,600	TFP / FCWC Budget			
Area 2: Consolidating and extending the achievements of sub-regional cooperation in combating IUU and maritime insecurity					
O2.1: The legal and political fisheries frameworks are harmonized and compliant with international standards and allow fighting appropriately against IUU fishing.					
Review and update of national laws / regulations in accordance with international standards and conventions centred on combating IUU fishing.	60,317	PESCAO (EU)	2021	2022	Secretariat/EM
Development / implementation of national action plans to prevent, deter and eliminate IUU fishing.	7,910	PESCAO (EU)	2021	2022	Secretariat/EM
Adoption and implementation of FCWC Strategy to combat illegal sea transshipment.			2021	2022	Secretariat/EM
Subtotal	68,227	PESCAO (EU)			
O2.2: Cooperation with regional and international institutions is developed to improve the sharing of information, analysis and cooperation in MCS	1,165,690				
Regularly interact with international organizations involved in the fight against IUU fishing and other criminal activities (ICCAT, INTERPOL, UNODC, ECOWAS Coastal and marine resources management centre)	393,130	PESCAO (EU) NORAD	2021	2022	Secretariat/PESCAO NORAD Project
Participation of members of WATF and technical team in international meetings on the fight against IUU fishing	317,183	NORAD	2021	2022	Secretariat/PESCAO NORAD Project
Subtotal	710,313				
O2.3: WATF is institutionally integrated within FCWC and is operational					
Establishment of the technical staff planned for the 2nd phase of the “Fisheries Intelligence” project			2021	2022	Secretariat/ NORAD Project
Regular holding of WATF meetings			2021	2022	Secretariat/ NORAD Project
Building the institutional capacity of FCWC Secretariat to manage and own the operation of the WATF			2021	2022	Secretariat/ NORAD Project
Maintain the operation of the regional communication platform			2021	2022	Secretariat/ NORAD Project

Specific Objectives / Outcomes / Actions	Budget (USD)	Financing source	Implementation period		Responsible
			Start	End	
Collection, analysis and sharing of regional information			2021	2022	Secretariat/ NORAD Project
Subtotal	2,296,507	NORAD			
O2.4: The human capacity of countries and of FCWC Secretariat in terms of operational MCS is built					
Identify quality national training institutes of the sub-region	-		2021	2022	Secretariat/ NORAD Project
Organize experience sharing visits between MCS operators of the sub-region			2021	2022	Secretariat/ PESCAO/NORAD
Enhance the skills of national fisheries authorities to collect and analyse information about fisheries and investigate on fisheries-related crimes			2021	2022	Secretariat/ PESCAO/ NORAD
Elaborate and implement national training plans on MCS for national agencies in coordination with EFCA and the NORAD project			2021	2022	Secretariat/ NORAD Project
Conduct a specific training on the use of the guide and certification of catches in partnership with EFCA in each FCWC country.			2021	2022	Secretariat/ PESCAO/ NORAD
Design training tools (materials) for national fisheries authorities			2021	2022	Secretariat/ PESCAO/NORAD
Technically support national agencies during investigations on fisheries crimes			2021	2022	Secretariat/ PESCAO/NORAD
Subtotal	554,423	PESCAO - NORAD			
O2.5: A sub-regional surveillance system is established and operational					
Provision of the regional centre with appropriate MCS equipment including a regional VMS system	452,000	PESCAO (EU)	2021	2022	Secretariat /PESCAO
Creation of a pool of regional observers put at the disposal of the FCWC Member States	152,803	PESCAO (EU)	2021	2022	Secretariat/PESCAO
Organization of joint regional fishing / patrol missions in the Gulf of Guinea	10,170	PESCAO (EU)	2021	2022	Secretariat/PESCAO
Subtotal	614,973	PESCAO (EU)			

Specific Objectives / Outcomes / Actions	Budget (USD)	Financing source	Implementation period		Responsible
			Start	End	
Area 3: Developing fishing research and a regional information system to support decision-making processes in terms of fishery resources management.					
O3.1: Scientific know-how is generated to facilitate the implementation of fisheries/stocks development plans.					
Support in the organization of scientists of the sub-region in regional task force to carry out scientific studies meant to accompany the development plans which will be designed.	50,000	TFP / FCWC Budget	2021	2025	FCWC Secretariat
Search for support to define the technical actions for the shared stocks development plans	100,000	TFP / FCWC budget	2021	2025	FCWC Secretariat
Participatory research to support the implementation of development plans of beach seine	150,000	TFP / FCWC Budget	2021	2025	FCWC Secretariat
Developing a harmonized sub-regional management and monitoring framework for beach seine	20,000	TFP / FCWC Budget	2021	2025	FCWC Secretariat
Subtotal	320,000	TFP / FCWC Budget			
O3.2: CECAF's management advice is effectively integrated into national frameworks for good governance in marine resources in the FCWC area			2021	2023	FCWC Secretariat / CECAF / EAF-Nansen
Subtotal	95,000	CECAF-PESCAO EAF Nansen			
O3.3: National and regional capacity is built in terms of fishing data collection and analysis			2021	2025	
Holding of a sub-regional workshop to identify data gaps in fisheries	47,000	TFP / FCWC Budget			
Holding of a sub-regional workshop to share lessons learned from existing data collection tools, proposals of improvement of existing databases (at national and sub-regional level)	47,000	TFP / FCWC Budget			
Strengthening of collaboration between FCWC and its Member States on the Fishery Resources Monitoring System (FIRMS).	-				
Subtotal	94,000				
O3.4: Improvement of knowledge on value chains					
Analysis of two value chains for fishing	37,600	TFP	2021	2022	FCWC Secretariat
Analysis of value chain for aquaculture	18,800	TFP	2021	2022	FCWC Secretariat
Subtotal	56,400				

Specific Objectives / Outcomes / Actions	Budget (USD)	Financing source	Implementation period		Responsible
			Start	End	
Area 4: Elaborating and implementing a coordinated aquaculture development policy at FCWC level.					
O4.1 A Strategy to support the sustainable development of inland aquaculture in the FCWC area is elaborated and adopted.					
Establishment of a steering committee in charge of supervising and monitoring the work, and made up of members of ACC and expert resource persons of FCWC	-		2021	2025	FCWC Secretariat
Evaluation of actual aquaculture potentialities (marine and inland) in the FCWC area	85,840	TFP / FCWC Budget	2021	2025	FCWC Secretariat
Preparation of the regional sustainable development of aquaculture strategy	37,600	TFP / FCWC Budget	2021	2025	FCWC Secretariat
Submission of the regional strategy to ACC and validation	18,800	TFP / FCWC Budget	2021	2025	FCWC Secretariat
Adoption of the regional strategy by the Conference of Ministers	-		2021	2025	FCWC Secretariat
Publication/dissemination of the Strategy in Member States and among partners	41,700		2021	2025	FCWC Secretariat
Fundraising for the implementation of the Strategy.	-		2021	2025	FCWC Secretariat
Subtotal	183,940				
O4.2: Strategic partnerships between private and public sector are developed in the aquaculture sub-sector					
Support to the professionalization of aquaculture actors	250,000		2021	2025	FCWC Secretariat
Establishment of a platform for private and public aquaculture actors so as to strengthen research, the promotion of innovation and effective technologies to boost local production in the region.	94,000		2021	2025	FCWC Secretariat
Establishment of a regional network of private operators in aquaculture (establish links with the West African Platform of Non-State Actors in the Fisheries and Aquaculture sector (WANSAFA))	94,000		2021	2025	FCWC Secretariat
Subtotal	438,000				
Area 5: Organizational and human capacity building of FCWC organs					
O5.1: FCWC Secretariat has adopted a new organization chart	-		2021	2025	
Subtotal	-				
O5.2: The internal management and control system is improved					
Subtotal	42,000				
O5.3: A monitoring-evaluation system is established in the Secretariat	-		2021	2025	
Subtotal	-				

Specific Objectives / Outcomes / Actions	Budget (USD)	Financing source	Implementation period		Responsible
			Start	End	
O5.4: The capacity of the Secretariat and Member States is built to contribute to the implementation of the SAP			2021	2025	
Sub total	39,000				
O5.5: The financial viability of the organization is secured			2021	2025	
Sub total	18,000				
O5.6: Information management within FCWC and quality of reporting are improved			2021	2025	
Sub total	6,000				
O.5.7: Internal communication, coordination and consultation within FCWC are strengthened			2021	2025	
Sub total	15,000				
Area 6 : Developing partnerships to support sub-regional cooperation and member States policies					
O6.1: A representative advisory body of civil society and socio professional organizations of the fishing sector is established	-				
Subtotal					
O6.2: Funds are mobilized with partners to ensure the financing of the activities of the transition program	-				
Drafting and submission of request for financing based on duly elaborated project documents	-	-	2021	2023	FCWC Secretariat
Organization of project negotiation meetings with partners	5,000	FCWC budget	2021	2023	FCWC Secretariat
Holding of round tables with the TFPs	5,000	FCWC budget	2021	2023	FCWC Secretariat
Subtotal	10,000				
O6.3: ECOWAS builds more on FCWC to implement its programs in the fisheries and aquaculture sector					
Regular information and communication of the outcomes of the FCWC activities to ECOWAS	-	-	2021	2025	FCWC Secretariat
Systematic involvement of ECOWAS in the implementation activities of the SAP	-	-	2021	2025	FCWC Secretariat
Alignment of FCWC intervention on ECOWAS policies and programmes	-	-	2021	2025	FCWC Secretariat
Subtotal					
O6.4: Organic links are created with sub-regional economic organisations (WAEMU/ECOWAS)					
Negotiation and signature of partnership agreement between FCWC, WAEMU and ECOWAS	-	-	2021	2022	FCWC Secretariat

Specific Objectives / Outcomes / Actions	Budget (USD)	Financing source	Implementation period		Responsible
			Start	End	
Subtotal					
TOTAL BUDGET TRANSITION PROGRAM	6,980,050				

4.8.3 Log-frame of the Transition Programme

Table 4 : Log-frame of the Transition Programme.

Areas / Outcomes	Performance indicators	Source of verification	Risks and assumptions
Focus area 1: Implementing the Regional Fisheries Resources Management Plan			
O1.1: A shared stock development plan is elaborated and adopted by Member States.	A document of shared stocks development plans, adopted and implemented	Endorsement document of the Plan M&E reports of SAP	Development plans on shared stocks are institutional, legal and political arrangements between States. The risk is to fail to reach arrangements agreed by all States.
O1.2: Development plans of beach seine have received the technical, legal and financial support required for their implementation	Amount of funds received in support to the implementation of development plans	Monitoring reports of the implementation of development plans M&E reports of SAP	The political and financial involvement of States is critical. The risk lies in the lack of interest of States which may dishearten potential TFPs.
O1.3 : The policies, laws and regulations of FCWC member States governing maritime fisheries are harmonized	Common management actions are developed and adopted by the Member States	Annual reports of the Secretariat M&E reports of SAP	Expressing constraints in countries to change laws and regulations is a risk for harmonization
O1.4: The regulation system of access in artisanal fisheries is improved	Fishing boats registered and holding a fishing permit / License	Annual reports of the Secretariat Reports of Member States M&E reports of SAP	The risk is the lack of a strong political will from States to end free access in maritime artisanal fisheries
O1.5: MPAs are integrated into the management of coastal fisheries	A strategy paper for the integration of MPAs into the management of coastal fisheries, adopted and implemented	Annual reports of the Secretariat Reports of Member States M&E reports of SAP	Lack of political will to use MPAs as management tools of fishing resources

Areas / Outcomes	Performance indicators	Source of verification	Risks and assumptions
Area 2: Consolidating and extending the achievements of sub-regional cooperation in combating IUU fishing and maritime insecurity			
O2.1: Legal and political frameworks of fisheries are harmonized and compliant with international standards and allow ensuring an appropriate fight against IUU fishing.	Number of countries having revised their legal and political frameworks	Annual reports of the Secretariat Reports of Member States M&E reports of SAP	Expressing constraints in countries to change laws and regulations is a risk for the harmonization and compliance
O2.2: Cooperation with regional and international institutions is developed to improve the sharing of information, analysis and cooperation in MCS.	Number of cooperation agreements entered into Number of joint meetings held	Annual reports of the Secretariat M&E reports of the NOARD Project and PESCAO M&E reports of SAP	Such an outcome implies that the Secretariat has a sufficient budget to participate in international meetings The irregular contribution of Member States is a risk factor for the achievement of this outcome
O2.3: WATF is institutionally integrated within the FCWC and is operational	Number of WATF meetings held Number of intelligence reports Operation of the communication platform	Annual reports of the Secretariat M&E reports of the NORAD Project M&E reports of SAP	The risk lies in the lack of cooperation or the likely reluctance to share information at fisheries administrations level
O2.4: The human capacity of countries and of the FCWC Secretariat in terms of operational MCS is built	Quality of MCS inspections Skills gained in terms of collection, analysis of information, and investigations on fisheries crimes	Annual reports of the Secretariat M&E reports of PESCAO M&E reports of SAP	The lack of information between countries and a poor mobilization of the technical and financial capacity of States may make ineffective national MCS systems
O2.5: A sub-regional surveillance system is established and is operational	Number of joint regional patrol missions building on regional VMS data Number of reports of the Secretariat	Annual reports of the Secretariat Monitoring and evaluation reports of PESCAO M&E reports of SAP	The lack of information between countries and a poor mobilization of the technical and financial capacity of States to support patrol missions may make them ineffective
Area 3: Developing fishing research and a regional information system to support decision-making processes in terms of fishery resources management.			
O3.1: Scientific know-how is generated to facilitate the implementation of fisheries/stocks development plans	Number of action-research carried out to support the implementation of each development plan	Annual reports of the Secretariat Reports of Member States M&E reports of SAP	There is a medium risk that this generated knowledge is not used for the implementation of development plans or it is not used efficiently.

Areas / Outcomes	Performance indicators	Source of verification	Risks and assumptions
O3.2: CECAF's management advice is effectively integrated into national frameworks for a good governance of marine resources in the FCWC area.	Number of countries having integrated the management advice into their frameworks	Annual reports of the Secretariat Monitoring and evaluation reports of NORAD Project and PESCAO M&E reports of SAP	Some CECAF Member States have high security and political instability risks which might disturb activities.
O3.3: National and regional capacities are built in terms of data collection and analysis on fisheries	Skills gained in terms of data collection and analysis Quality of data collection and analysis systems at national and regional level	Annual reports of the Secretariat Monitoring and evaluation reports of the NORAD Project M&E reports of SAP	The risk appearing is the lack of political will for the supply of human and financial resources for national data collection and analysis systems
O3.4: Knowledge on value chains is improved	Number of lead value chains in fisheries and aquaculture identified and analysed in each Member State for improvement	Annual reports of the Secretariat M&E reports of SAP	
Area 4: Elaborating and implementing a coordinated aquaculture development policy at FCWC level.			
R4.1: A Strategy to support the sustainable development of inland aquaculture in the FCWC area is elaborated and adopted	A regional strategy paper for a sustainable development of aquaculture, adopted and implemented	Annual reports of the Secretariat Reports of Member States M&E reports of SAP	Lack of political will of States to develop aquaculture
O4.2: Strategic partnerships between private and public sector are developed in the aquaculture sub sector	% of professional fish farmers A platform established for private and public actors of aquaculture, and operational A regional network of private operators in aquaculture established	Annual reports of the Secretariat M&E reports of Member States M&E reports of SAP	Lack of an enabling environment to the emergence of a strong private sector. Incentives measures are meant to be taken at the level of each State by Governments.
Area 5: Organizational and human capacity building of FCWC organs			
O5.1: FCWC Secretariat has adopted a new organization chart	Specialization level of staff Staff quality of work	M&E reports of the Secretariat M&E reports of SAP	Lack of possibilities to have the required job profiles for the technical and financial units to be established.

Areas / Outcomes	Performance indicators	Source of verification	Risks and assumptions
O5.2: The internal management and control system is improved	Level of understanding of the manual of financial and accounting procedures and accounts audit process by the Staff Level of implementation of recommendations of the regular audit of accounts.	Annual reports of the Secretariat M&E reports of SAP	Non-adoption of the new organization chart Lack of financing to ensure staff training
O5.3: A monitoring-evaluation system is established at the Secretariat	Number of monitoring-evaluation reports produced	Annual reports of the Secretariat M&E reports of SAP	Non-recruitment of the required staff due to a lack of financing
O5.4: The capacities of the Secretariat and Member States are built to contribute to the implementation of the SAP	Skills gained by the Secretariat and Member States for the implementation of the SAP	Annual reports of the Secretariat M&E reports of Member States M&E reports of SAP	Lack of financing
O5.5: The financial viability of the Organization is secured	Regular payment of dues by Member States Alternative and innovating financing strategy implemented	Annual reports of the Secretariat M&E reports of Member States M&E reports of SAP	Failure of member States to meet their statutory contributions
O5.6: Information management within FCWC and quality of reporting are improved	Availability of an information filing and collection platform accessible to all FCWC Secretariat staff Number of technical and annual financial reports produced by technical and financial units according to a standard format A focal point appointed in each Member State in support to information management	Annual reports of the SAP Reports of Member States M&E reports of SAP	Assumption: Strengthening and/or integration of transparency management, internal control procedures, risk management inherent to the activities and functions, role balance establishment of a compliance verification system and of the adequacy of interventions and expenses, of the compliance with prerogatives and powers, and finally of the proper information flow.
O5.7: Internal communication, coordination and consultation within FCWC are strengthened	Number of bi-monthly coordination meetings held within the Secretariat Number of quarterly information sharing sessions organized	Annual reports of the Secretariats M&E reports of SAP	

Areas / Outcomes	Performance indicators	Source of verification	Risks and assumptions
	Number of strategic reflection retreats for the whole FCWC staff organized Communication and Visibility strategy implemented		
Area 6: Establishing partnerships to support sub-regional cooperation and member states policies			
O6.1: Financing is mobilized with partners to finance the activities of the first program	% of the budget of the transition program mobilized	Annual reports of the Secretariat M&E reports of SAP	A sustainable mobilization of TFPs to finance the transition program will partly depend on the political will and mobilization of States to be involved through their own resources, what is not yet gained. This is a risk factor
O6.2: ECOWAS activities, projects and programs on fisheries and aquaculture are entrusted to FCWC for their implementation	New initiatives assigned to FCWC	Annual reports of the Secretariat M&E reports of SAP	The risk is linked to the insufficiency of technical and human capacity of FCWC which may be an obstacle to an appropriate management of projects and programs
O6.3: Organic links are created with sub-regional economic organizations (WAEMU, ECOWAS)	Partnership agreement	Annual reports of the Secretariat M&E reports of SAP	Acceptance by parties to establish this type of link is the assumption upon which is based this outcome

4.8.4 Performance measurement framework of the Transition Programme

Table 5 : Performance measurement framework of the Transition Programme

Areas / Outcomes	Performance indicators	Measure- ment unit	Bench- mark	Target value					Frequency collection	Responsibility collection
				Year 1	Year 2	Year 3	Year 4	Year 5		
Area 1: Implementing the Regional Fisheries Resources Management Plan										
O1.1: A shared stock development plan is elaborated and adopted by Member States	A shared stocks development plan paper, adopted and implemented	Number	0				1		Annual	M&E specialist
O1.2: Beach seine development plans have received the technical, legal and financial support necessary to their implementation	Amount of funds received (USD) in support to the implementation of development plans	USD	0			418.000	418.000	418.000	Annual	M&E specialist
O1.3: Policies, laws and regulations governing maritime fishing in Member States are harmonized.	Common management actions developed and adopted by Member States	Number	0		1	2	3	4	Annual	M& E specialist
O1.4: The regulation system of access in artisanal fisheries is improved	Fishing boats registered and holding a fishing permit / license	%	NA		50	55	60	65	Annual	Fisheries Directors
O1.5: An integration strategy of PMAs in the management of coastal fishing has been developed and adopted by Member States.										
Area 2: Consolidating and extending the achievement of sub-regional cooperation in combating IUU fishing and maritime insecurity										
O2.1: Legal and political frameworks of fisheries are harmonized and compliant with international standards and allow ensuring an appropriate fight against IUU fishing.	Countries having revised their legal and political frameworks	Number	0	0	2	3	4	6	Annual	M&E specialist

Areas / Outcomes	Performance indicators	Measure ment unit	Bench- mark	Target value					Frequency collection	Responsibility collection
				Year 1	Year 2	Year 3	Year 4	Year 5		
O2.2: Cooperation with regional and international institutions is developed to improve the sharing of information, analysis and cooperation in MCS	Cooperation agreements entered into	Number	0	1	2	3	3	3	Annual	M&E specialist
	Joint meetings held	Number	0	2	2	3	3	3	Annual	M&E specialist
O2.3: WATF is institutionally integrated within FCWC and is operational	WATF meetings held	Number	0	2	2	2	2	2	Annual	M&E specialist
	Intelligence reports	Number	26	10	10	10	10	10	Annual	M&E specialist
	Operation of the communication platform	Number of message threads	108	36	40	50	50	50	Annual	M&E specialist
O2.4: The human capacity of Member States and of FCWC Secretariat in terms of operational MCS is built	Quality of MCS inspections	Evaluation	NA	Average	Average	Good	Good	Excellent	Annual	M&E specialist
	Skills gained in terms of collection, analysis of intelligence and investigations on fishing crimes	Evaluation	NA	Average	Average	Good	Good	Excellent	Annual	M&E specialist
O2.6: A sub-regional surveillance system is established and is operational	Joint regional patrol missions building on regional VMS data	Number	0	0	0	2	2	3	Annual	M&E specialist
Area 3: Developing fishing research and a regional information system to support decision-making processes in terms of fishery resources management.										
O3.1: Scientific know-how is generated to facilitate the implementation of fisheries/stocks development plans.	Action-research is carried out to support the implementation of each development plan	Number	0	1	1	1	1	1	Annual	M&E specialist
O3.2: CECAF's management advice is effectively integrated into national frameworks for a good governance of marine resources in the FCWC area.	Countries having integrated management opinions in their frameworks	Number	0		2	2	2	2	Annual	M&E specialist

Areas / Outcomes	Performance indicators	Measurement unit	Benchmark	Target value					Frequency collection	Responsibility collection
				Year 1	Year 2	Year 3	Year 4	Year 5		
O3.3: National and regional capacities are built in terms of data collection and analysis on fisheries.	Skills gained in terms of data collection and analysis	Evaluation	NA	Average	Average	Good	Good	Excellent	Annual	M&E specialist
	Quality of data collection and analysis at national and regional level	Evaluation	NA	Average	Average	Average	Good	Excellent	Annual	M&E specialist
O3.4: Knowledge on value chains is improved	Lead value chains in fishing identified and analysed in each Member State for improvement	Number	0		4	4	4			M&E specialist
	Lead value chains in aquaculture identified and analysed in each Member State for improvement	Number	0		2	2	2			M&E specialist
Area 4: Elaborating and implementing a coordinated aquaculture development policy at FCWC level.										
O4.1: A Strategy to support the sustainable development of inland aquaculture in the FCWC area is elaborated and adopted.	A regional strategy paper for the sustainable development of aquaculture, adopted and implemented	Number	0				1		Annual	M&E specialist
O4.2: Strategic partnerships between private and public sectors are developed in the aquaculture sub-sector.	Share of fish farmers who have become professionals	%	0		10	20	30	50	Annual	M&E specialist
	A platform established for private and public actors of aquaculture, and operational	Number	0	1						M&E specialist
	A network of private operators in the aquaculture sector established	Number	0		1					M&E specialist

Areas / Outcomes	Performance indicators	Measure ment unit	Bench- mark	Target value					Frequency collection	Responsibility collection
				Year 1	Year 2	Year 3	Year 4	Year 5		
Area 5: Organizational and human capacity-building of FCWC organs										
O5.1: FCWC Secretariat has adopted a new organization chart	Level of specialization of staff and quality of work	Evaluation	NA	Average	Average	Good	Good	Excellent	Annual	M&E specialist
O5.2: The management and control system is improved	Level of understanding of the manual of financial and accounting procedures and accounts audit process by the Staff	Evaluation	NA	Average	Average	Good	Good	Excellent	Annual	M&E specialist
	Level of implementation of recommendations of the regular audit of accounts.	Evaluation	NA	Average	Average	Average	Average	Excellent	Annual	M&E specialist
O5.3: A monitoring-evaluation system is established at the Secretariat	Monitoring-evaluation reports regularly produced	Number	NA	1	1	2	1	2	Annual	M&E specialist
O5.4: The capacities of the Secretariat and Member State are built to contribute to the implementation of the SAP	Skills gained by the Secretariat and Member States for the implementation of the SAP	Evaluation	NA	Average	Average	Good	Good	Excellent	Annual	M&E specialist
O5.5: The financial viability of the Organization is secured	Regular payment of dues by Member States Alternative and innovating financing strategy implemented	Number	0	6	6	6	6	6	Annual	M&E specialist
		Number	0	1	1	1	1	1	Annual	Monitoring-evaluation
O5.6: Information management within FCWC and quality of reporting are improved	Access rate to the information filing and collection platform	%	0	50	70	90	100	100	Annual	Monitoring-evaluation
	Production of technical and financial reports by Units according to a standard format	Number	0	1 per Unit	1 per Unit	1 per Unit	1 per Unit	1 per Unit	Annual	Monitoring-evaluation
	A focal point appointed in each Member State to support information management	Number	0	1	1	1	1	1	Annual	Monitoring-evaluation

Areas / Outcomes	Performance indicators	Measure ment unit	Bench- mark	Target value					Frequency collection	Responsibility collection
				Year 1	Year 2	Year 3	Year 4	Year 5		
O5.7: Internal communication, coordination and consultation within FCWC are strengthened	Bi-monthly coordination meetings held within the Secretariat	Number	0	24	24	24	24	24	Annual	Monitoring-evaluation
	Quarterly information sharing sessions organized	Number	0	4	4	4	4	4	Annual	Monitoring-evaluation
	Strategic reflection retreats for the whole FCWC staff organized	Number	0	1	1	1	1	1	Annual	Monitoring-evaluation
	Level of implementation of the Communication and Visibility strategy	%	0	50	70	90	100	100	Annual	Monitoring-evaluation
Area 6: Developing partnerships to support sub-regional cooperation and member States policies										
O6.1: A representative advisory organ of the civil society and socio-professional organizations of the fisheries industry is created.	Holding of the constitutive general meeting	Year of achievement	Year 0		X				Annual	M&E specialist
O6.2: Financing packages are mobilized with partners to ensure the financing of activities of the first five-year plan.	% of program budget mobilized	%	57	65	70	75	85	100	Annual	M&E specialist
O6.3: ECOWAS fishing and aquaculture activities, projects and programs are entrusted to FCWC for their implementation	New initiatives entrusted to FCWC	Number	1			2	2	3	Annual	M&E specialist
O6.4: Organic links are created with sub-regional economic organizations (WAEMU/ECOWAS)	Partnership agreements	Number	0		2	2	2	2	Annual	M&E specialist

4.8.5 Project Sheets

Overall, six (6) project sheets were prepared to implement the Transition Program 2021-2025. Each of these projects relates to one of the SAP's areas of intervention. Insofar as certain activities of the Transition Program fall within the framework of ongoing projects/programs carried out by partners in close cooperation with the FCWC, it was deemed necessary, for planning purposes, to prepare project sheets for these projects/programs. It remains understood that these projects will only cover part of the period of the Transition Program as they will be completed. They include the PESCAO Program (2018-2021), the NORAD Project (2018-2022), and the CECAF-PESCAO Project (2018-2023). The three (3) other sheets concern projects for which funding is to be collected from partners.

The list of Sheets thus developed is the following:

- **Sheet 1:** NORAD Project "Fisheries Intelligence and MCS support in West Africa" - Second phase
- **Sheet 2:** PESCAO Project "Improvement of regional fisheries governance in West Africa".
- **Sheet 3:** Support Project for the Regional Fisheries Resources Management Plan (RFMP)
- **Sheet 4:** Support Project for the development of a coordinated policy for sustainable aquaculture in the FCWC area
- **Sheet 5:** CCAF-PESCAO Project - Improvement of sub-regional governance of marine resources in the CECAF area using knowledge-based advice
- **Sheet 6:** Institutional support project for the FCWC Secretariat.

**SHEET 1 -
NORAD PROJECT "FISHERIES INTELLIGENCE AND MCS SUPPORT IN WEST
AFRICA" - PHASE TWO**

I - BACKGROUND AND JUSTIFICATION

The Gulf of Guinea is a hotspot for piracy and is known to be a focal point for IUU fishing vessels. The *Marine Resources Assessment Group* survey published in 2009 estimated that West Africa had the highest levels of IUU catches in the world, accounting for up to 40% of total catches made. More recently, a survey published in March 2017 by the journal *Frontiers in Marine Science* estimated the potential economic losses from IUU fishing in the FCWC area at US\$2.3 billion per year. This represents both a challenge and an opportunity. The efforts made under the implementation of the first phase of the NORAD project considerably improved the mobilization of FCWC Member States, the methods and tools used to combat IUU fishing, and this has been acknowledged by the Member States. However, much work remains to be done to bring the MCS systems in the sub-region up to the challenges and stakes. Phase 2 of the project, entitled "West Africa Task Force - Building Cooperation, Communication and Collaboration to Stop Illegal Fishing" is in line with this perspective, and will continue to focus on industrial fisheries which have been identified by the WATF as both major purpose and subject for sub-regional fisheries cooperation.

II - DIAGNOSIS AND RATIONALE

The first phase of the Project "Fisheries Intelligence and MCS Support in West Africa" enabled to move to the concrete phase of implementing the Regional Action Plan to Combat IUU Fishing (RAP-IUU) of the FCWC. The establishment of the WATF and NTFs (National Task Forces) directly contributed to the efforts to comply with fisheries laws and regulations at the regional and national levels. Countries regularly share information, including national license lists, and provide mutual assistance. Consolidating the project through the second phase will definitely mark a qualitative leap in the fight against IUU fishing by institutionalizing sub-regional cooperation in this area.

Nevertheless, MCS systems in FCWC countries are still marked by significant weaknesses, which are expressed in the following ways: i) instability of the staff assigned to MCS functions in the States, which tends to lead to losses in training; ii) persistence of corruption and political interference, which are stumbling blocks to fight against IUU fishing, transparency in the process of allocating fishing rights to nationals and foreigners; (iii) limited capacity and human resources in the MCS area, which hampers the proper enforcement of laws and regulations; (iv) a lack of harmonization of institutional capacities in the MCS area between countries, resulting in inequalities in these capacities; (v) still limited inter-institutional cooperation despite the improvements made during the first phase of the project. These critical problems will be addressed by the second phase of the Project.

III - THE PROJECT

3.1 Specific Objectives

The project targets two (2) specific objectives: (i) to get the WATF members cooperate and act effectively to reduce illegal fishing and fisheries-related crime in the sub-region; (ii) to get national agencies cooperate and actively enforce fisheries laws and regulations.

3.2 Actions to be carried out

Project activities include:

- Organizing two WATF meetings per year;
- Supporting national inter-administration cooperation through regular meetings of national task forces;
- Information sharing through the Regional Online Communication Platform;
- Implementing a regional transshipment strategy;
- Developing a regional strategy to combat illegal transshipment at sea;
- Support for capacity building through regional and national training;
- Developing training manuals;
- Staff exchanges from WATF member countries among themselves and with international partners;
- Establishing a toolbox of training materials, documents and activities available to national fisheries authorities;
- A regular sharing of national fishing licenses, which will serve to establish the combined list of fishing licenses.

3.3 Implementation Strategy

The project's Strategy is based on the analysis that the FCWC region is a commercial hub with its three (3) major fishing ports (Lagos, Abidjan and Tema) where fish is landed for export and for the supply of raw materials to the local processing industry. These ports play an important role in the transport and trade of fish between West Africa, Asia and Europe. It is therefore possible to build an effective regional MCS strategy specifically targeting these activities, through port controls by States, collaboration between administrations during inspections, and the collection and sharing of information on activities and actors.

3.4 Institutional Arrangement

The institutional arrangement to implement the project is based on : i) WATF, created in 2015 as a subsidiary body of the FCWC and designed as a platform for increased cooperation in the implementation of the RAP IUU; ii) NTFs which are the framework for inter-agency cooperation at country level; iii) international technical assistance composed of Trygg Mat Tracking (TMT) in cooperation with Stop Illegal Fishing (SIF); iv) the technical team composed of regional experts and TMT; v) a coordination and supervision team composed of the FCWC Secretariat, TMT and SIF.

3.5 Timeline

The Project is implemented over the 2018 - 2022 period. **It will thus cover part of the Transition Programme, i.e. over two years, between 2021 and 2022.**

3.6 Means and Budget

The implementing human resources for the Project are composed of the Member States staff involved in the MCS systems, the staff of the FCWC Secretariat, the international technical assistance staff composed of Trygg Mat Tracking (TMT) in cooperation with Stop Illegal Fishing (SIF). The overall budget for the NORAD Project amounts to USD 3,709,479.

3.7 Expected Outcomes

The following outcomes are expected from the Project implementation:

- 1) Anchoring and ownership of WATF by FCWC
- 2) Consolidating WATF as a regional mechanism to combat illegal fishing
- 3) Regional information collecting, analysis and sharing
- 4) Strengthening the support mechanisms for WATF
- 5) Regular access to fisheries information by national fisheries authorities and partner agencies
- 6) National collaboration between the different national agencies involved in fisheries management in order to effectively exchange relevant information.
- 7) WATF mechanisms and lessons learned shared and integrated into relevant international processes.

3.8 Monitoring & Evaluation

Project monitoring is mainly ensured by: (i) the project coordination team, in particular the head of the FCWC Monitoring and Evaluation Unit; (ii) the Conference of FCWC Ministers, which meets annually and thereby monitors project implementation; (iii) NORAD's annual reports. In addition, a mid-term review of the project by an external and independent party to the project is planned.

IV - CONDITIONALITIES AND RISKS

The main assumption to succeed Phase 2 of the Project is that the national authorities in the partner countries are well informed about the objectives and benefits of the project, are directly involved in the activities, and take ownership of the WATF and ensure its sustainability. The main external risks of the project are: (i) insufficient funding; (ii) lack of participation and/or cooperation of fisheries authorities in WATF activities; (iii) lack of use or inefficient use of information; (iv) poor cooperation between national fisheries agencies under the national task forces.

**SHEET 2 -
PESCAO PROJECT "IMPROVING REGIONAL
FISHERIES GOVERNANCE IN WEST AFRICA".**

I - BACKGROUND AND JUSTIFICATION

The fisheries sector is of social, economic and political importance in West Africa for various reasons (job, income provider in coastal communities and foreign currency earnings, key contributor to regional food security etc.). However, the contribution of fisheries to the economic development of West African countries is far from optimal as current fisheries management threatens food security, livelihoods and marine biodiversity. Climate change is likely to exacerbate this situation. The main problems and challenges to be addressed are the following: (i) poor management of fish stocks; (ii) the extent of illegal, unreported and unregulated fishing (IUU); (iii) lack of coordination and cooperation between countries and within countries between competent national authorities, which creates an enabling environment for IUU fishing. The new European Union-funded Regional Fisheries Program (PESCAO) aims to improve regional fisheries management and addresses the issues that were raised focusing on strengthening policies and means to combat IUU fishing, given the pervasive nature of this plague as well as that of maritime piracy in the Central Western region of the Gulf of Guinea. This issue, which is at the core of the FCWC Regional Action Plan to combat IUU Fishing (RAP-IUU), began to be addressed with the implementation of the first phase of the NORAD-funded project "Fisheries Intelligence and MCS Support in West Africa". The results of the first phase are being consolidated and extended through the funding of a second phase.

II - DIAGNOSIS AND RATIONALE

The diagnosis that served as a basis for the development of the PESCAO project highlights the technical, human and institutional weaknesses of the MCS systems of FCWC countries, which are serious gaps to effectively combat IUU fishing. To this is added the lack of cooperation between the national fisheries authorities of Member States and between the national agencies involved in the fight against IUU fishing, which is a major constraint to the pursuit of effective action against IUU fishing. The PESCAO project takes into account the need to develop a regional approach in the fight against this plague and therefore provides support to the sub-regional body that embodies cooperation, namely the FCWC.

III - THE PROJECT

3.1 Specific Objectives

The specific objective of the project is to improve regional fisheries governance.

3.2 Actions to be carried out

Project activities include:

- Reviewing and updating national laws/regulations in accordance with international conventions on fishing instruments;
- Developing / implementing national and regional action plans to prevent, deter and eliminate IUU fishing;

- Strengthening cooperation with other organizations involved in the fight against IUU fishing and other criminal activities (ICCAT, INTERPOL, UNODC, ECOWAS Coastal and Marine Resources Management Centre);
- Organizing site-specific national training in cooperation with national training institutions;
- Organizing regional training and experience-sharing sessions;
- Training national observers in the MCS area;
- Support to initiatives aimed at establishing a regional observers' network.

3.3 Implementation Strategy

The Project develops its actions in complementarity and synergy with the Project "Fisheries Intelligence and MCS Support in West Africa" and thus participates in implementing the RAP-IUU. It uses the WATF conceptual and operational framework for its implementation.

3.4 Institutional Arrangement

The existing structures of the FCWC are used to ensure the planning, implementation and monitoring of the Project, including the WATF operational framework. At the regional level, the Conference of FCWC Ministers is the competent decision-making body for policy guidance, planning and reporting framework. The WATF is the operational implementing structure. The WATF coordination team extended to the Technical Assistant (TA) and the European Fisheries Control Agency (EFCA) will facilitate coordination in order to avoid duplication of efforts at national and regional levels.

3.5 Timeline

The Project is implemented over the 2018 - 2021 period. **It therefore covers one year of the Transition Program 2021-2025, but may be extended considering the delay in the start-up.**

3.6 Means and Budget

The implementing human resources for the project include : i) the Project Manager, namely the FCWC Secretary General; ii) the Project Coordinator who is the WATF Focal Point and who works under the supervision of the FCWC Secretary General; iii) the Technical Assistant recruited under the PESCAO; iv) a regional MCS expert recruited as of year 3 to work with the Technical Assistant; v) a Finance and Administration Officer; vi) an Information Technology Specialist recruited to assist in installing the regional MCS equipment, manage the operation and services of the VMS, and build the capacity of national VMS centers; vii) a Fisheries Technical Advisor, already working in the FCWC Secretariat.

The overall budget of the PESCAO Project amounts to **USD 1,279,942.**

3.7 Expected Outcomes

The following outcomes are expected from the Project implementation:

- 1) Fisheries legal frameworks are harmonized and in line with international standards to ensure an appropriate fight against IUU fishing;
- 2) Cooperation between countries, administrations and organizations on MCS is facilitated;
- 3) The FCWC is equipped with a regional MCS Centre with better liaison with national MCS structures;
- 4) The capacity of countries and the FCWC for operational MCS is built, as well as their capacity to maintain it in the long term through improved training programs;
- 5) Joint regional fisheries/patrol missions are organized in the Gulf of Guinea;
- 6) FCWC member states are supported in developing a regional observer pool.

3.8 Monitoring & Evaluation

Monitoring and evaluation will be carried out: i) internally by the FCWC Secretariat which will ensure that the Project is on track to deliver the expected outcomes and make detailed practical recommendations, where appropriate, on the actions to be taken to ensure that the outcomes are delivered. To this end, a comprehensive monitoring and evaluation framework will be developed by the Head of the FCWC Monitoring and Evaluation Unit. An internal midterm evaluation will be carried out at the end of year 2, comparing the activities carried out with the objectives set out in the project document (logical framework); (ii) externally through a final evaluation to be carried out for the entire PESCOAO program by independent consultants commissioned by the Commission (EU Delegation in Nigeria).

IV - CONDITIONALITIES AND RISKS

Conditionalities and risks relate to:

- The existence of political will from Member States and adequate cooperation between stakeholders (national fisheries authorities of different countries; administrative authorities of a country involved in MCS).
- The existence of a clear interest of stakeholders to contribute to regional cooperation.

**SHEET 3 -
SUPPORT PROJECT TO THE FCWC REGIONAL
FISHERIES RESOURCES MANAGEMENT PLAN (RFRMP)**

I - BACKGROUND AND JUSTIFICATION

The RFRMP Support Project is part of the SAP 2021-2030 implementation, in particular its 2021-2025 Five-Year Program. This first Program, which is a Transition Program, has as its focal point the main objective of the FCWC set out in the Convention of Creation, namely: "promoting cooperation among the Contracting Parties so as to ensure, through appropriate management, the conservation and optimal use of the living marine resources targeted, and encouraging the sustainable development of fisheries based on those resources". It considers coherent responses at the level of the entire management system, including fisheries management, research, monitoring, control and surveillance (MCS). The RFMP Support Project is involved in the implementation of the Transition Program and the management component of the FCWC's fisheries management system.

II - DIAGNOSIS AND RATIONALE

The diagnosis of the status of marine fisheries in the sub-region covered by the FCWC reveals the following strong trends overall: i) the depletion of the main exploited marine fish stocks resulting from overexploitation and leading to the fragility of marine ecosystems, particularly in the coastal zone; ii) management systems that are still inadequate despite the major efforts made in recent years by the FCWC Member States to improve the management of marine fisheries (stepping up the fight against IUU fishing, updating and adapting the legal management instruments, strengthening sub-regional cooperation measures, etc.). Overall, the management measures applicable in the FCWC area are not yet producing the desired effects and are still not very effective in breaking the cycle of overexploitation and expansion of fishing capacity. Faced with these constraints and challenges, national responses are insufficient and ineffective, as management issues have become regional. The need for cooperation between FCWC member states is vital for the following reasons in particular: i) the existence of stocks shared among FCWC Member States; ii) the transboundary mobility of the sub region's fleets, especially the small-scale fleets; iii) the need to harmonize management measures given the interdependence and interlocking nature of the maritime fisheries of the countries of the sub region; iv) the need to develop a regional strategy for the conservation of fishery resources and fragile ecosystems by creating Marine Protected Areas (MPAs) whose expected benefits go beyond the maritime borders of a single State, etc. **On the basis of the diagnosis carried out, the RFMP identified the tools necessary for common and sustainable management and defined their implementation process.** The lines of work proposed in this framework are: i) developing, adopting and implementing management plans in the FCWC fisheries; ii) harmonizing policies, laws and regulations governing maritime fisheries; iii) improving the system for regulating access to fishery resources in small-scale fisheries. **The first Program will initiate the implementation of this Plan in a step-by-step approach, compliant with the transition, giving priority to the development of management tools.**

III - THE PROJECT

3.1 Specific Objectives

Specifically, the RFMP aims at creating the conditions for the sustainable management of FCWC maritime fisheries by strengthening sub-regional cooperation. Its areas of intervention reflect the need to establish a transitional phase that will enable the sub-region's maritime fisheries to regain their potential to contribute to food security and wealth creation in the relevant countries.

3.2 Actions to be carried out

The main activities of the project are:

- Developing a Shared Inventory Management Plan
- Supporting the implementation of the Beach Seine Management Plans
- Harmonizing Marine Fisheries Policy Acts and Regulations
- Improving the regulating system for access in small-scale fisheries
- Integrating Marine Protected Areas (MPAs) into Coastal Fisheries Management
- Research to accompany management plans for shared stocks and beach seine fishery
- Improved knowledge of value chains related to shared stocks and the beach seine fishery.

3.3 Implementation Strategy

The Project is based on an inclusive and participatory approach. All the components of the fisheries resources management system (administrations, research, and profession) will be involved in the implementation of the Plan's activities. This approach will be materialized by setting up a regional development commission which will be at the center of the development of the management plan of shared stocks, the establishment of scientific and technical groups which will work on the themes of harmonization and regulation of access. The Project will also call upon specific expertise concerning the MPA issue.

3.4 Institutional Arrangement

Coordinating the implementation of the RFMP will be ensured by the FCWC Secretariat, assisted by a Steering Committee composed of members of the FCWC Advisory and Coordinating Committee extended to resource persons from the sub-region representing the different components of the management system (administrations, research, and profession). This committee will in particular be responsible for approving annual work plans, monitoring the implementation of the Plan, and more generally examining and seeking solutions to any technical, institutional or financial problems that may delay or slow down the implementation of the Plan.

3.5 Timeline

The Project will be implemented over the 2021 - 2025 period.

3.6 Means and Budget

To ensure proper coordination in implementing the Plan, the Secretariat will be strengthened in human resources with additional expertise, including a senior expert specialist in fisheries management and an expert specialist in co-management of small-scale fisheries. The overall budget of the RFMP support project amounts to **USD2,033,240**.

3.7 Expected Outcomes

The expected outcomes corresponding to the Plan's areas of intervention are as follows:

- 1) Developing, adopting and implementing management plans for shared stocks in FCWC fisheries;
- 2) Harmonizing policies, legislation and regulations governing marine fisheries;
- 3) Improving the system for regulating access to fishery resources in small-scale fisheries;
- 4) MPAs are integrated into coastal fisheries management;
- 5) Scientific knowledge is generated to facilitate the implementation of management plans for shared stocks and the beach seine fishery;
- 6) Knowledge on value chains related to shared stocks and the beach seine fishery is improved.

3.8 Monitoring & Evaluation

The FCWC's Monitoring and Evaluation Unit will monitor the project. The latter provides for internal and external evaluations.

IV - CONDITIONALITIES AND RISKS

The following risks have been identified for the Project:

- a) As the Development Plans are institutional, legal and political arrangements between States, there is a risk of not reaching arrangements accepted by all States.
- b) Weaknesses or even conservatism in countries to change laws and regulations can be risky to the harmonization of policies, laws and regulations.
- c) The Project requires a strong political will from States to end free and open access in maritime small-scale fisheries. Possible resistance at this level is a potential risk.

**SHEET 4 -
SUPPORT FOR THE DEVELOPMENT OF A COORDINATED
POLICY FOR SUSTAINABLE AQUACULTURE IN THE FCWC AREA**

I - BACKGROUND AND JUSTIFICATION

This project is part of the implementation of the SAP 2021-2030, in particular its Five-Year Program 2021-2035. This project is expected to contribute to the implementation of the Transition Program by translating into action the strategic choice made by the highest authorities of the FCWC to integrate aquaculture into the sphere of the Committee's activities. In addition, the stagnation in the supply of wild fish and the increase in fish imports in volume and value in the various member states of the FCWC are a real threat to the food and nutritional security of the populations, the livelihoods of fishing communities and the balance of payments of countries. Indeed, total fish imports into the FCWC zone reached 2.5 million tons in 2011. However, there is a rich potential for aquaculture development in the sub-region thanks to the density of the hydrographic network and the high availability of water. Consequently, aquaculture is essential to contribute to fish self-sufficiency in the zone or at least to significantly reduce fish imports and thus the deficit in the countries' balance of payments.

II - DIAGNOSIS AND RATIONALE

Many countries have understood the need to increase fish production and have already given high priority to aquaculture development in their agriculture and fisheries sector development policies. However, in reality, aquaculture development has been rather uneven, with two major producers, Nigeria and Ghana, accounting for 96% of sub-regional aquaculture production. Efforts continue to be made by other countries to promote aquaculture practices, notably Benin and Côte d'Ivoire, with sustained technical and financial support from JICA in the form of projects, particularly in Benin (2010-2014; 2017-2022) and Côte d'Ivoire (2016-2019). The provision of practical training in aquaculture in Egypt (since 2009) complemented this JICA support. The crucial role played by the private sector in the aquaculture development process in the leading aquaculture countries is also noteworthy.

Recently, JICA has reiterated its interest in strengthening its support to the FCWC Member States through the development of a regional approach to sustainable aquaculture development. The combined regional seminar, organized jointly with the FCWC and the Government of Benin, from March 3 to 5, 2020, in Cotonou, provided an opportunity to draw lessons from ongoing aquaculture projects and identify ways to support the development of continental aquaculture in West Africa. The regional meeting strongly recommended: (i) to extend the experience of Benin (Inland Aquaculture Extension Project in the Republic of Benin - PROVAC) to the countries not yet covered; (ii) to continue the reflection on financing mechanisms adapted to fish farmers; (iii) to strengthen the coordination of aquaculture development actions at the level of all FCWC Member States; and (iv) to pursue the professionalization of actors to facilitate their access to financing opportunities.

This justifies the need to develop a coordinated policy for sustainable aquaculture at the level of FCWC.

III - THE PROJECT

3.1 Specific Objectives

Specifically, the Project aims to create the conditions for sustainable aquaculture development in the FCWC area by opting for a coordinated policy for sustainable aquaculture activities. This will be achieved through the establishment of an effective partnership between the public and private sectors as well as the development of a Regional Strategy to support the development of inland aquaculture in the FCWC area.

3.2 Actions to be carried out

The main activities of the project are as follows:

- 1) Developing a Regional Strategy for Sustainable Aquaculture Development in the FCWC Area
- 2) Developing strategic partnerships between the private and public sectors.

3.3 Implementation Strategy

A participatory and inclusive approach will be adopted in the Project. Implementing the Project activities will mobilize all the actors of the aquaculture sub-sector, including the administration, research and the profession. This approach will be materialized by establishing a Steering Committee which will be at the centre of the elaboration of the Regional Strategy for the Sustainable Development of Aquaculture in the FCWC area. This committee will be made up of members of the CCC and resource persons from the FCWC. The private sector, which plays a key role in the aquaculture development process in the main leading countries in this field, will be at the core of the mechanism. A platform for private and public stakeholders in aquaculture will be organized to strengthen research, promotion of innovation and efficient technologies to beef up local production in the region. In addition, there will be a regional networking of private operators in the aquaculture sector by establishing links with the Platform of Non-State Actors in Fisheries and Aquaculture in West Africa (WANSAFA).

3.4 Institutional Arrangement

The FCWC Secretariat will coordinate the Project. It will be assisted by the Steering Committee set up to elaborate the Regional Strategy for the Sustainable Development of Aquaculture. The Steering Committee will be responsible for approving the Strategy and monitoring its implementation.

3.5 Timeline

The project will be implemented over the period 2021 - 2025.

3.6 Means and Budget

It is planned to strengthen the FCWC Secretariat with additional human resources, including a senior expert in aquaculture, to ensure proper coordination while implementing the Project activities. The overall budget of the Project to support the development of a coordinated policy for sustainable aquaculture in the FCWC zone amounts to **USD 183,940**.

3.7 Expected Outcomes

The expected outcomes of the Project corresponding to those of Area of Intervention 3 of the Transition Program are as follows:

- 1) A Regional Strategy for the Sustainable Development of Aquaculture in the FCWC area is developed and implemented
- 2) Strategic partnerships between the private and public sectors are being developed.

3.8 Monitoring & Evaluation

The Project's monitoring-evaluation activities are under the responsibility of the FCWC's monitoring-evaluation unit. Internal and external evaluations are planned.

IV - CONDITIONALITIES AND RISKS

Two (2) major risks can be noted for the Project:

- a) Lack of political will from States to develop aquaculture
- b) Lack of an enabling environment for the emergence of a strong private sector. Incentives are supposed to be provided at each State level by Governments.

**SHEET 5 -
CECAF-PESCAO PROJECT - IMPROVING SUB-REGIONAL
GOVERNANCE OF MARINE RESOURCES IN THE CECAF
ZONE USING KNOWLEDGE-BASED GUIDANCE**

I - BACKGROUND AND JUSTIFICATION

This project is part of the implementation of the first Five-Year Program (2021-2025) of the SAP 2021-2030. This project is expected to enable the thirteen (13) beneficiary countries, including the six (6) FCWC Member States, to benefit fully from the advice provided by FCWC on the management of fisheries resources at national level. Indeed, an analysis carried out by CECAF shows that many member countries, including in the FCWC region, do not fully benefit from the advice provided when taking managing decisions at national level.

Throughout the long history of CECAF, member countries have generally been willing to improve their fisheries management on the basis of the advice they receive from CECAF and to encourage new tools and guidelines. However, the institutional capacity to follow up on recommendations into management actions is limited and these limitations, if discussed at each sessional meeting, need to be addressed through specific targeted national and regional actions. Therefore, this proposed action fulfills a unique and crucial role that will improve the overall effectiveness of CECAF and ultimately strengthen the management of stocks and/or fisheries of common interest in West Africa for the benefit of coastal States.

While CECAF has provided scientific advice for the management of the main shared pelagic and demersal resources over the last twenty years, the implementation of the recommendations at national level remains a challenge for many countries.

The associated problems that have been identified, hampering the adoption and use of management recommendations, range from understanding how best to implement the recommendations, including the choice of the most appropriate fisheries management tools, to the need to better understand the scientific rationale for the recommendations and the implications for individual countries. At the same time, persistent problems were reported regarding the limited and often dispersed availability of data for some countries and sub regions to conduct assessments, particularly for fisheries on mixed species (such as demersal fisheries). The inadequacy of the data and assessment tools available to provide scientific advice for management was also noted. At the same time, the need for dialogue at the regional level was identified as a key priority to ensure harmonization and complementarity of actions between sub-regional and regional organizations that respond to national needs.

Although small-scale fisheries are extensive in the region, there is a need to improve the understanding of their socio-ecological role and function and key economic parameters in order to improve the management of these fisheries in the region. These problems are also of a transboundary nature, e.g. significant migration of fishermen.

Therefore, to address these issues, CECAF and FCWC intend to develop a Strategy on how to improve the use of CECAF advice and a tool for monitoring CECAF scientific advice in the future. This will be based on case studies in three FCWC Member States on the challenges of integrating CECAF management advice into their national processes and measures to mitigate these obstacles. The EAF-Nansen Program, which is also implemented by FAO, will provide additional support to extend the work to the entire FCWC area.

II - THE PROJECT

2.1 Specific Objectives

Specifically, the Plan is intended to feed into the decision-making processes of fisheries managers. The aim is to support the FCWC Member States in order to take full advantage of the advice provided by CECAF on the management of fisheries resources at national level.

2.2 Actions to be carried out

The main activities of the project are as follows:

- 3) Review of case studies for challenges related to the integration of CECAF management boards into their national processes and actions to mitigate these barriers to prepare a Strategy for CECAF's Science and Management Advice Framework
- 4) Building the capacity of non-state actor networks and fishermen's organizations to contribute to governance discussions at regional and national levels
- 5) Proposal for a monitoring system to assess the implementation of CECAF recommendations in the FCWC area
- 6) Inventory of research activities at CECAF to be published and disseminated
- 7) Assessment of regional capacity for reporting on the various national and regional sharing initiatives: organization of meetings between CECAF and other regional bodies (FCWC, ECOWAS, IBAR-AU)
- 8) Review of Fisheries Resource Assessment Methodologies for CECAF
- 9) Training on the Fisheries Resource Assessment Toolbox developed
- 10) Support to FCWC Member States in implementing the Ecosystem Approach to Fisheries Management (training on the toolbox developed and support for its use).

2.3 Implementation Strategy

To solve the problem raised, the Project proposes to develop a Strategy on how to improve the use of CECAF advice as well as a tool for monitoring CECAF scientific advice in the future. This will be done based on case studies in three (3) FCWC Member States on the challenges of integrating CECAF management advice into their national processes and measures to mitigate these obstacles. The EAF-Nansen Program, which is also implemented by FAO, will provide additional support to extend the work to the entire FCWC area. In addition, a regional policy dialogue between relevant stakeholders will be established for participatory monitoring of the implementation of CECAF management recommendations in the region.

2.4 Institutional Arrangement

The Project will be executed by the CECAF Secretariat in close collaboration with the FCWC Secretariat. The organizational structure of the implementing team is the CECAF Secretariat, which is composed of the CECAF Secretary and its administrative and operational staff. Technical support will be provided by the Sub-regional Officer in charge of Fisheries and Aquaculture for West Africa and by the Focal Points of the CECAF Technical Secretariat in the Fisheries and Aquaculture Department of FAO.

There is a clear potential for replication in other CECAF member countries to broaden the scope of the action. The action will be directly integrated into the CECAF work plan and the results will be linked to statutory meetings such as the Scientific Committee and Sub-Committee and working groups (in particular as regards demersal and small-scale fisheries).

2.5 Timeline

The Project will be implemented over the period 2018 - 2023. It will thus cover part of the Transition Program, i.e. over three (3) years, between 2021 and 2023.

2.6 Means and Budget

To support the implementation of the Project, the CECAF Secretariat will be strengthened in terms of staff to support the day-to-day monitoring of the Project activities and the general administrative work of the Project. The FCWC will be reinforced in human resources by additional expertise, in particular by a fisheries researcher in charge, among other things, of the coordination and impetus of the SAP Line of Action 3. The overall budget of the project to support the RFMP amounts to **USD 95,000**.

2.7 Expected Outcomes

The expected outcomes corresponding to the lines of action of the Project are the following:

- 1) FCWC Member States contribute to the development of a Strategy for the scientific advice and management framework of CECAF;
- 2) The capacities of networks of non-state actors and fishermen's organizations to contribute to governance discussions at regional and national levels are built;
- 3) A monitoring system to assess the implementation of CECAF recommendations in the FCWC area is proposed;
- 4) Research activities in CECAF are inventoried and published;
- 5) The regional capacity for reporting on the various national and regional sharing initiatives is assessed;
- 6) Fisheries resource assessment methodologies for CECAF are reviewed;
- 7) Training sessions on the fisheries resource assessment toolbox developed are organized;
- 8) Support is provided to FCWC Member States to apply the Ecosystem Approach to Fisheries Management (training on the toolbox developed and support for its use).

2.8 Monitoring & Evaluation

The FCWC's Monitoring and Evaluation Unit will monitor the project in conjunction with the CECAF. The midterm and final evaluations of the Transition Program 2021-2025 of SAP 2021-2030 will cover this Project.

III - CONDITIONALITIES AND RISKS

The following risks have been identified for the project:

- Physical risks. Some CEECAF member countries present high security risks that could disrupt operations.
- Environmental risks. The expected action is designed to support the sustainable use of fisheries resources and thus minimize potential environmental risks. Through this action, beneficiaries will be trained in sustainable fishing practices.
- Political risk: Some CEECAF member countries are experiencing certain levels of political instability which could pose a certain risk to the Project activities.

SHEET 6 - INSTITUTIONAL SUPPORT PROJECT FOR THE FCWC SECRETARIAT

I - BACKGROUND AND JUSTIFICATION

The evaluation of the SAP 2011-2020 identified significant organizational weaknesses and the functioning of the FCWC organs can be questioned in this regard. This is a notable factor to be highlighted despite the fact that the FCWC has had the advantage of good leadership, through the effectiveness of the Secretary-General in fundraising and seeking external partnerships. The low level of staff mobilization and the irregular financial contribution of Member States have severely limited the activities of the ACC. The latter was unable to play its role in providing technical support to the FCWC during the implementation period of the SAP 2011-2020. This factor reduced the capacity to enhance the value of sub-regional expertise in the context of the implementation of the SAP and its monitoring.

Although the organizational performance of the FCWC has significantly improved through a series of measures and decisions taken from 2015 onwards, organizational gaps such as the lack of key human resources for monitoring-evaluation and fisheries management, in particular a co-management specialist and a fisheries research specialist, remain. The weakness in monitoring-evaluation is felt in reporting. In addition, it should be noted that the Secretariat has not yet adopted an organization chart defining the technical and administrative units that will make it possible to specialize and guide the work of the technical staff on the basis of the main programs implemented.

It is clear that without decisive action at the organizational and human resources levels, the implementation of the SAP 2021-2030 will face huge difficulties. This is what justifies this Institutional Support Project.

II - THE PROJECT

2.1 Specific Objectives

Specifically, the Project aims to create favourable conditions for the implementation of the SAP 2021-2030 through improved organizational and human resource performance of the FCWC. The ambition of the Project is to give the FCWC an organizational and structural dimension commensurate with its development and thus adapt it to the changing international context, particularly in the fisheries sector.

2.2 Actions to be carried out

The main activities of the Project are:

- Adopting a new organization chart;
- Improving the management and internal control system;
- Establishing a monitoring and evaluation system at the Secretariat level;
- Capacity building of the Secretariat and Member States for the SAP implementation;
- Improved financial viability of the Organization;
- Improved information management within the FCWC and improved quality of reporting;

- Strengthening internal communication, coordination and consultation within the FCWC.

2.3 Implementation Strategy

The Project is based on an inclusive and participatory approach. The entire Secretariat team and members of the ACC will be involved in the Project implementation. The Project will rely on the Conference of Ministers, the overarching decision-making body of the Committee, in particular for arbitration and political adoption of the reform proposals to be undertaken. The Project will also call upon specific expertise in capacity building of the Secretariat and Member States to contribute to the implementation of the SAP 2021-2030.

2.4 Institutional Arrangement

The FCWC Secretariat will be responsible for the implementation of the Project, under the supervision of the Secretary General. The FCWC is intended to be a sub-regional organization while emphasizing the principles of transparency and accountability. This regional approach will generate greater added value when the FCWC is able to (i) address issues that cannot be addressed at the national level as well as issues that are better addressed at the regional level according to the theory of synergy (1+1>2) or unity is strength; and (ii) provide a coherent framework for partnership with other sub regions and other institutions.

2.5 Timeline

The project will be implemented over the period 2022 - 2024.

2.6 Means and Budget

The Project considers the adoption of a new organization chart, including the creation of Technical and Administrative Units and the required job profiles. The overall budget of the Institutional Support Project for the FCWC Secretariat amounts to **USD 120,000**.

2.7 Expected Outcomes

The expected outcomes corresponding to the Plan's lines of action are as follows:

- 1) The Secretariat of the FCWC has adopted a new organization chart;
- 2) The management and internal control system is improved;
- 3) A monitoring-evaluation system is set up at the Secretariat level;
- 4) The capacities of the Secretariat and Member States are built to contribute to the SAP implementation;
- 5) The financial viability of the Organization is ensured;
- 6) Information management within the FCWC and the reporting quality are improved;
- 7) Internal communication, coordination and consultation are strengthened within the FCWC.

2.8 Monitoring & Evaluation

The FCWC Monitoring and Evaluation Unit that will be created will ensure the monitoring of the Project. The planned evaluations of the Transition Program 2021-2025 of SAP 2021-2030 (midterm and final evaluation) will take into account the activities carried out under this Project.

III - CONDITIONALITIES AND RISKS

The following risks have been identified for the project:

- d) Failure to adopt the new organization chart and to recruit the required staff according to the profiles defined; Lack of opportunities to have the profiles of the posts required for the technical and financial units to be set up;
- e) Financial resources not available, owing in particular to the failure of Member States to honor their commitments in respect of statutory contributions.
- f) Lack of strengthening and/or integration of procedures for managing transparency, internal control, management of the risks inherent in activities and functions, balancing of roles, implementation of a system for verifying the compliance and appropriateness of interventions and expenditure, respect for prerogatives and powers, and the proper flow of information.