E€OFISH

Enhancing equitable economic growth by promoting sustainable fisheries in the EA-SA-IO region

E€OFISH
TECHNICAL HANDBOOK

Dr Soobaschand Sweenarain

Fisheries Economist / Team Leader

E€OFISH Integrated Programme Management Unit

Promoted and Funded by

EUROPEAN UNION

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INDIAN OCEAN COMMISSION

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E€OFISH

TECHNICAL HANDBOOK

by

Dr Soobaschand Sweenarain

Fisheries Economist / Team Leader

E€OFISH Integrated Programme Management Unit

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E€OFISH INTEGRATED PROGRAMME MANAGEMENT UNIT

Blue Tower | 4th Floor | Rue de L'institut

Ebène 72201 | Mauritius | Tel: +230 402 6100

info@ecofish-programme.org

www.ecofish-programme.org

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ABBREVIATIONS AND ACRONYMS

AA	Administrative Assistant
AAF	Administration & Finance
ACO	Accounting Officer
AUDA	African Union Development Agency
ADB	African Development Bank
ADM	Administration
AFD	Agence Francaise de Development
AOIH	Africa Ocean Information Hub
AU	African Union
AUC	African Union Commission
AU-IBAR	African Union Inter-African Bureau for Animal Resources
BE	Blue Economy
BEFSA	Blue Economy Fisheries Satellite Account
BTOR	Back to office report
CAADP	Comprehensive Africa Agriculture Development programme
CAMFA	Conference of African Ministers of Fisheries and Aquaculture
CC	Climate Change
C&P	Contract & Procurement
C&V	Communication & Visibility
CC	Command Centre
CFP	Call for Proposal
COM	Comoros
COMESA	Common Market for Eastern and Southern Africa
COP	Conference of the parties
CRI	Cross-Regional Initiative
DJI	Djibouti
DMRO	Duly Mandated Regional Organisations

DOC	Documentalist
EAC	East African Community
EADB	East African Development Bank
EA-SA-IO	Eastern Africa, Southern Africa and the Indian Ocean
EDF	European Development Fund
ERI	Eritrea
EFCA	European Fisheries Compliance Agency
EUD	European Union Delegation
FAO	Food and Agriculture Organisation
FE/TL	Fisheries Economist / Team Leader
FMIS	Fisheries Management Information System
FPAOI	Federation des Pêcheurs Artisan de L'Ocean Indien
GDP	Gross Domestic Product
GEF	Global Environment Fund
GIZ	German Development Agency
GMES	Global Marine Environment and Security
GNI	Gross National Income
GOOS	Global Ocean Observations System
HDI	Human Development Index
HR	Human Resources
ICM	Integrated Coastal Management
ICT	Information, Communication Technology
IGAD	Intergovernmental Authority on Development
IOC	Indian Ocean Commission
IOT	Input-Output Table
IOTC	Indian Ocean Tuna Commission
IPMU	Integrated Programme Management Unit
IUU	Illegal, Unreported and Unregulated
KEN	Kenya
KMFRI	Kenya Marine & Fisheries Research Institute
LSF	Large Scale Fisheries

LTA	Lake Tanganyika Authority
LVFO	Lake Victoria Fisheries Organization
MAD	Madagascar
MAU	Mauritius
M & E	Monitoring and Evaluation
MCS	Monitoring, Control & Surveillance
MDG	Millennium Development Goals
MEL	Monitoring, Evaluation and Learning
MOI	Mauritius Oceanography Institute
MOZ	Mozambique
NCA	National competent Authorities
NCM	National Coordination Mechanism
NEPAD	New Partnership for Africa's Development
NFP	National Focal Point
NGO	Non-Governmental Organisation
NKE	Non-Key Expert
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OSAA	Office of the Special Advisor for Africa
PCM	Project Management Cycle
PE	Programme Estimate
PRSP	Regional plan for Fisheries Surveillance
PSC	Programme Steering Committee
RCM	Regional Coordination Mechanism
RFB	Regional Fisheries Body
RFP	Regional Focal Points
RFMO	Regional Fisheries Management Organisations
RKM	Regional Knowledge Management
RO-CC/BD	Regional Network – Climate Change and Biodiversity /Coast Fisheries
RPOA	Regional Plan of Action
SADC	Southern African Development Community

SAM	Social Accounting Matrix
SDG	Sustainable Development Goal
SIOFA	Southern Indian Ocean Fisheries Agreement
SNA	System of National Accounts
SOM	Somalia
SOP	Standard of Practices
SRCM	Sub Regional Coordination Mechanism
SR TW	Sub Regional Technical Working Group
SSF	Small-Scale Fisheries
SSTF	Sustainable Small-Scale Tuna Fisheries
STE	Short Term Expertise
SUD	Sudan
SUT	Suppliers-Users Table
SWIO	Southwest Indian Ocean
SWIOFC	South West Indian Ocean Fisheries Commission
TAT	Technical Assistance Team
TC	Technical coordination
TOR	Terms of Reference
TWG	Technical Working Groups
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USAID	United States Agency for International Development
US$	United State Dollars
VCA	Value Chain Approach
WB	World Bank
WIO	Western Indian Ocean
WP	Work Plan

PREFACE

This publication provides a synopsis and status of the E€OFISH Programme, including the Scope, Budget, Schedule as well as the management modalities of different work plans and the governance architecture. The work plans contained herein were approved by the 1st Steering Committee Meeting held on the 5 and 6 February 2020 in Nairobi, Kenya. They were embedded in the conclusions and recommendations of the 1st High-Level Multi-Stakeholder Consultative Technical Meeting organised on 14-15 November 2019 in Dar-es-Salam, Tanzania.

The E€OFISH Programme is a multi-faceted programme that aims at enhancing sustainable, inclusive, environment-friendly and climate-smart fisheries in the EA-SA-IO region. It is funded by the 11th EDF Cross-Regional Initiative to the tune of 28 million euros for an effective lifespan of 62 months starting from July 2019. In a nutshell, the programme is conceived as a unique opportunity for the **mandated regional economic and fisheries organisations** to enhance their operational capacities to drive the fisheries sector as a growth engine for contributing to the process of economic transformation in Africa, i.e. Sustainable growth, shared prosperity and environment stewardship.

The wild fisheries of the EA-SA-IO region illustrate a contrasting landscape with the small-scale fisheries - 100% of the inland and 90% of the marine fisheries resources - which are predominantly poorly regulated open access or common properties and informal activities. The remaining 10 % of marine fisheries that constitutes the industrial segment is relatively well-managed as it is directly related to the profitability/productivity of multi-national business corporations. It consists mainly of high-value fish and fishery product export value chains such as tuna, shrimp, lobster and so on. The inland and marine small-scale fisheries, once considered as a social safety net against food security and endemic unemployment, are on the verge of collapsing due to overcapacity and overfishing which is exacerbated by environmental factors, including climate change. Well-managed, these fisheries resources can contribute to improving the livelihoods, wellbeing and cultural diversity of the local communities and the populations at large. By adhering to the UN SDG 2030, the EA-SA-IO countries have made a time-bound pledge to achieve the global socio-economic aspirations – **No Poverty – No Hunger and Nobody is to be left behind.** This requires a paradigm shift or a new mindset. It is all about doing the same thing but differently.

The EA-SA-IO region is not short of fisheries policies and strategies but capacities to implement them effectively. The gist of the challenge for E€OFISH is to reverse the trend by promoting an enabling environment to unleash the **development potentials** of wild fisheries resources for sustainable socio-economic growth and environmental protection. The intended transformation is facing the headwind from the growing individualism and populism at the grass-root level as a result of the growing disconnects between the local communities, state agencies and markets. The root causes of policy traps, i.e. the gap between policy declarations and inertia, include informational asymmetries, weak governance structures, a lack of hard and soft fisheries and socio-economic infrastructure. Most importantly, there is an urgent need for pro-sustainability

social innovations and cultural development in local fishing communities to enhance sociocracies for the sustainable management of common/public good.

In a nutshell, the inland and marine coastal fisheries resources of the EA-SA-IO region represent a natural wealth of about 50 billion EUR. It can generate a gross annual income of approximately 5 billion EUR. Sustainability managed, it can account for at least 500 million EUR of economic rent or surplus profit annually in the form of potential government revenue. The revenue stream can be tapped and re-invested in fisheries and socio-economic infrastructure and services. However, these surplus incomes/profits are hoarded mostly large business enterprises/hegemons camouflaged in the small-scale fisheries that exacerbate inequalities, endemic poverty and corrupt practices instead of contributing to the sustainable management of the fisheries.

The E€OFISH Programme is meant to support cross-regional policies and strategies to address the wicked problems of unsustainability in the regional capture fisheries. It also aims at evidencing the value-added of regional cooperation in attaining sustainable and shared value fisheries. This document paper intends to provide some insights on the modus operandi of the E€OFISH Programme to stimulate effective collaboration between the Integrated Programme Management Unit (IPMU) and the key stakeholders across the ES-SA-IO region. It should be viewed as a living document that would adapt constantly to its diverse, complex and dynamic environment.

The diligent E€OFISH team have left no stone unturned to cope with the socio-economic upends of the COVID 19. The new normalcy will never be the pre-pandemic "normal", however, the pandemic can be a game-changer or wake-up call in favour of sustainable and integrative fisheries management.

Last but not the least, I would like to extend my deepest gratitude to the Sponsors, Development Partners, E€OFISH Team as well as all regional and national stakeholders who have been committed to the realisation of this Handbook and more importantly, to attaining the aspirations of E€OFISH.

Dare to dream…

Dr Soobaschand Sweenarain

Fisheries Economist / Team Leader

E€OFISH Integrated Programme Management Unit

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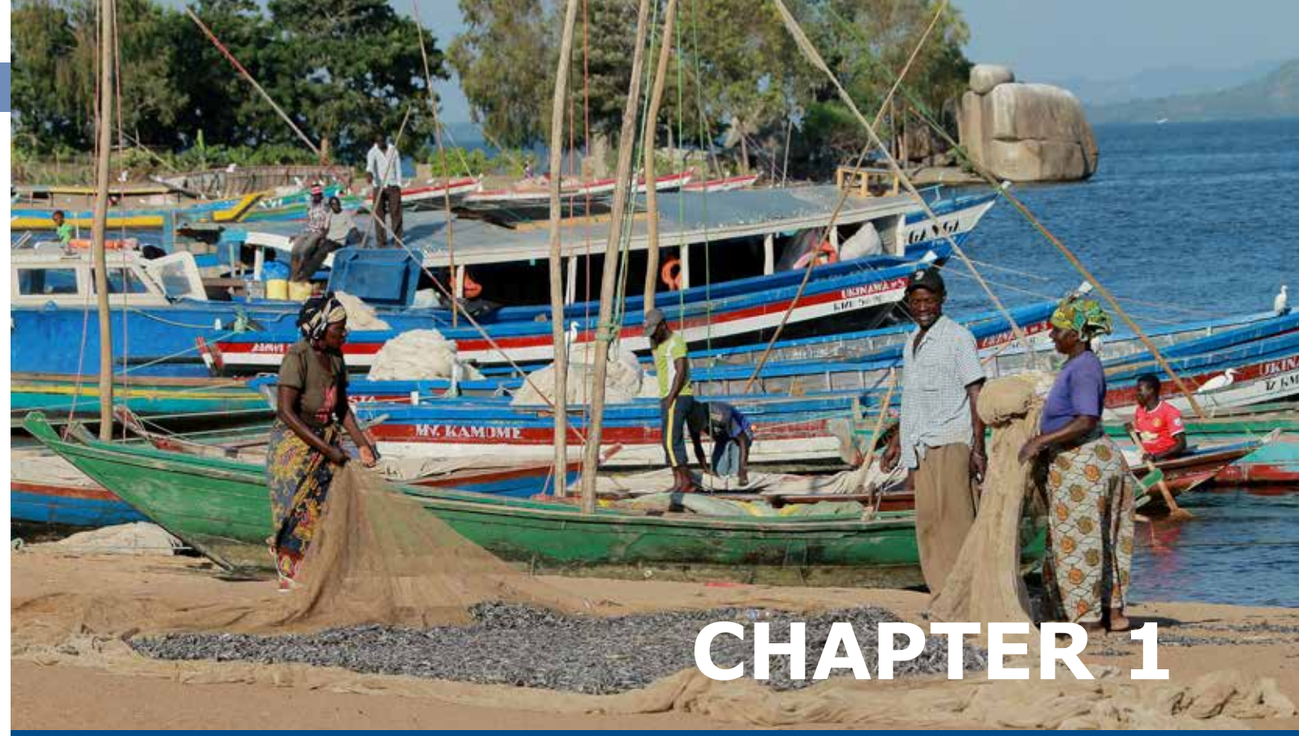


CHAPTER 1

SYNOPSIS OF THE E€OFISH PROGRAMME

CHAPTER 1

SYNOPSIS OF THE E€OFISH PROGRAMME

1. INTRODUCTION

The "E€OFISH" financed by the 11th EDF Cross-Regional Initiative will Contribute towards Sustainable Fisheries to the Blue Economy of Eastern Africa, Southern Africa and the Indian Ocean region (ES-SA-IO). The Financial Agreement was signed by the European Union and the Indian Ocean Commission, on behalf of the five Duly Mandated Regional Organisations of the EA-SA-IO region on the 13th September 2018. It has a total budget of EUR 28 million and an initial lifespan of 72 months that was reduced to 62 months owing to some unintended delays.

The overall objective of the E€OFISH Programme is "to enhance equitable economic growth by promoting sustainable fisheries in the EA-SA-10 region".

The specific objective is "to support sustainable management and development of fisheries in order to contribute to poverty alleviation, food and nutrition security while addressing climate change resilience and enhancing marine biodiversity".

E€OFISH PROGRAMME – EXPECTED RESULTS

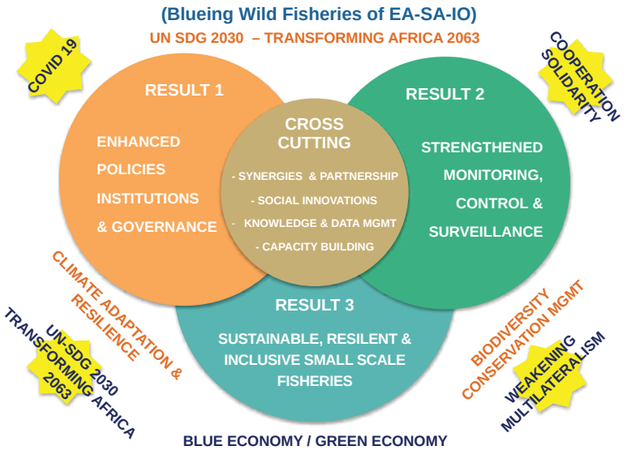


Figure 1 – An operational approach of the E€OFISH Programme

The programme consists of 3 Result Areas:

Result 1	**Enhanced Regional Policies and institutional frameworks to secure more sustainable fisheries management and contribute to marine biodiversity and climate resilience**
Result 2	**Strengthened capacity to prevent, deter and eliminate IUU fishing in the EA-SA-IO region**
Result 3	**Concrete fisheries management and governance initiatives in small-scale inland and marine fisheries are supported with the possibilities of replication at the regional level.**

These expected results are driven by an array of strategic actions which are summarised in the following illustration and described in more detail in the relevant Work Plan. In other terms, the modus operandi of the E€OFISH is to mainstream the core values of sustainable development, i.e. Economic efficiency, Shared Prosperity and Environment Stewardship, including climate adaptation and resilience in the shared inland and marine fisheries of the EA-SA-IO region in a synergistic way.

1.1 BUDGET AND MANAGEMENT MODALITIES

The programme is implemented through ***direct, semi-direct and indirect*** management procedures that the EUDs, DMROs and RFB as implementing partners as summarised in the charts below.

BREAKDOWN OF E€OFISH BUDGET

REF	RESULT AREA / ACTIVITY	AMOUNT (EUR)
1.0	**DIRECT MANAGEMENT BY EUD/ MAURITIUS**	
1.1	**PROCUREMENT -** SERVICE CONTRACT (TECHNICAL ASSISTANCE)	3,000,000
1.2	**RESULT 2 -** STRENGTHENED CAPACITIES TO COMBAT IUU FISHING (DIRECT GRANTS) ELIGIBLE PARTICIPATING COUNTRIES OF PRSP	2,000,000
1.3	**RESULT 3** - CALL FOR PROPOSAL: TO SUPPORT CONCRETE FISHERIES MANAGEMENT & GOVERNANCE INITIATIVES...	8,000,000
1.4	**COMMUNICATION & VISIBILITY**	500,000
1.5	**EVALUATION & AUDIT**	550,000
1.6	**CONTINGENCIES**	450,000
2.0	**SEMI-INDIRECT MANAGEMENT**	
2.1	RESULT 1 & 2 - LTA/ EUD - BURUNDI	2,000,000
2.2	RESULT 1 & 2 - LVFO/ EUD - KAMPALA	2,000,000
3.0	**INDIRECT MANAGEMENT**	
3.2	RESULT 1 & 2 - IOC	9,500,000
	GRAND TOTAL	**28, 000 ,000**
SOURCE: MEETINGS OF PROCEEDING - 1ST TECHNICAL MEETING OF THE E€OFISH PROGRAMME, NOVEMBER 2018		

Figure 2 - Breakdown of E€OFISH Budget

E€OFISH - PORTFOLIO MANAGEMENT (%)

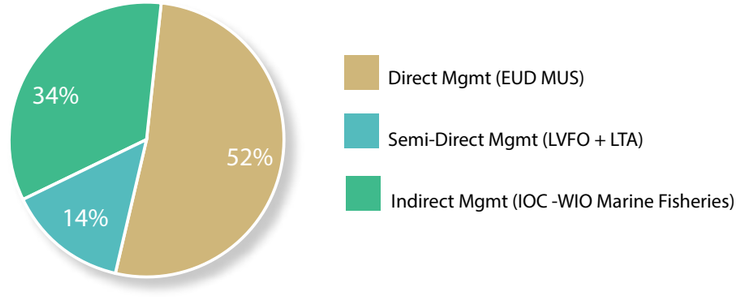


Figure 3 - E€OFISH Budget by Portfolio

As shown in Chart 2, 54% of the E€OFISH budget is managed directly by the EUD of Mauritius. The LVFO and LTA Programme Estimates are managed semi-indirectly by the former and the latter in collaboration with the EUD of Uganda and Burundi respectively. The Marine Fisheries Programme Estimates represent 34 % of the total budget and is managed by the IOC Secretariat under the supervision of the EUD of Mauritius.

The five DMRO are the frontline beneficiaries of the programme and are also involved directly in the implementation of their prioritised interventions under Result 1. The programme will also enhance the operational capacities of the Regional Fisheries Bodies of the marine sector. Result 1 and 2 are fuelled by a series of strategic actions which are summarised in the following chart (Figure 4).

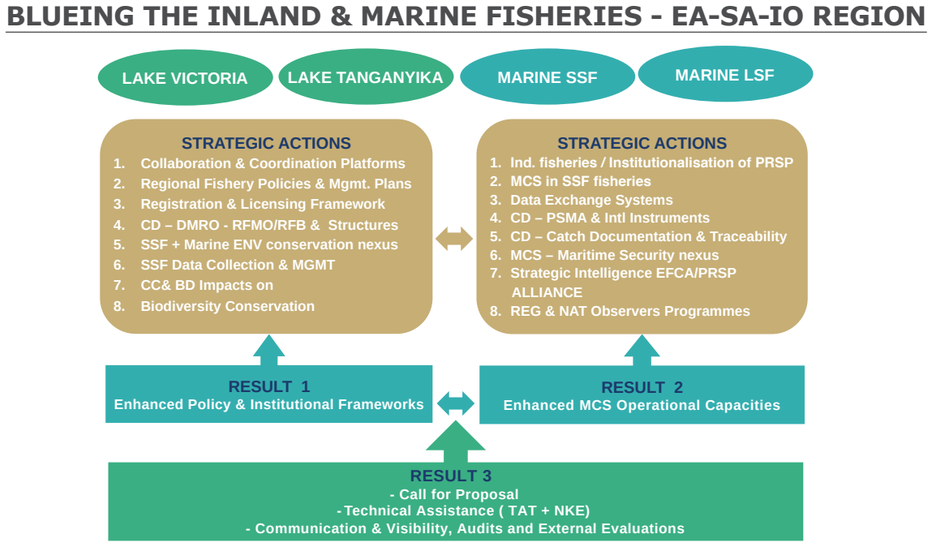


Figure 4 - Strategic Actions of E€OFISH Result 1 and 2

The key features of the E€OFISH Programme are as follows:

i) **Cross-regional Initiative -** It lays impetus on the value-added of regional cooperation in the fisheries sector with due emphasis on the complementarity and subsidiarity among the existing regional economic and fisheries organisations of the EA-SA-IO region.

ii) **Shared fisheries resources & national fisheries on regional interests (Markets)** It strategizes the sustainable management of the shared fisheries resources and national fisheries of regional interest through the underlying bio-ecological and socio-economic interactions.

iii) **Small-Scale Fisheries -** The sustainable management and governance of the marine and inland small-scale fisheries is justly the bedrock of E€OFISH. It is leveraged as a driver for the circular economy and socio-economic betterment of the fishing and fish worker communities of the EA-SA-IO region.

iv) **MCS Operations (Result 2) -** As an interconnected component of effective fisheries management, along with Policy and Institutional frameworks and responsive Governance Structures, the MCS component embraces the inland and marine fisheries with a slight overweight for the SWIO Industrial tuna fisheries through the IOC Regional Fisheries Surveillance Programme (PRSP)

v) **Blue Economy Strategy –** Inspired by the objectives of SDG 14 – Life Below Water accompanied by the FAO Blue Growth Initiative, E€OFISH is geared to promote a holistic and integrative approach to coastal marine fisheries and ecosystems through participatory management. It captures the principles of greening the small-scale fisheries.

1.2 KEY STAKEHOLDERS

Though the ultimate beneficiaries are the eligible member states of EA-SA-IO region, the entry points are the following **regional economic and fisheries organisations** of the EA-SA-IO region:

a) Five Duly Mandated Regional Organisations, namely: **COMESA[1], EAC[2], IGAD[3], IOC[4]** and **SADC[5]**
b) Two inland Regional Fisheries Management Organisations: **LVFO[6]** and **LTA[7]**
c) One Marine Regional Fisheries Management Organisation: **IOTC**
d) Two marine Regional Fisheries Bodies: **SWIOFC** and potentially, **SOIFA**
e) Other Regional fisheries-related partner agencies such the **AU-IBAR, FAO, UNEP**…

On an average, one country of the EA-SA-IO region is a member of 2 to 3 DMRO and 10 countries (7 landlocked and 3 coastal countries in the Red Sea) are not members of any RFB. Apart from Result 3, the E€OFISH Programme would benefit 12 countries. Some countries such as Kenya and Tanzania will be benefit from the inland as well as the marine fisheries work plans. The programme will leave no stone unturned to ensure that none of the beneficiary countries is left behind. None eligible countries like La Reunion/ France and the Republic of South Africa would be invited to participate in the programme with their own resources. The following figure highlights the complex and dynamic features of the Regional Economic and Fisheries Organisations in the EA-SA-IO region.

1.3 OVERVIEW OF THE E€OFISH WORK PLANS

E€OFISH was decomposed into 5 Work Plans by the 1st Technical Meeting to facilitate the strategic planning and operationalisation of the programme[8]. These work plans are embedded in the objectives and guidelines of the Financial Agreement.

1 COMESA (21) Member States: Burundi, Comoros, DR Congo, Djibouti, Egypt, Kingdom of Eswatini, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Somalia, Sudan, Tunisia, Uganda, Zambia and Zimbabwe;
2 EAC (6) Member States: Burundi, Kenya, Rwanda, South Sudan, Tanzania and Uganda;
3 IGAD (8) Member States: Djibouti, Ethiopia, Eritrea, Kenya, Somalia, South Sudan, Sudan and Uganda;
4 IOC (5) Member States: Comoros, France (La Reunion), Madagascar, Mauritius and Seychelles.
5 SADC (15) Member States: Angola, Botswana, Comoros, DR Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Kingdom of Eswatini, Tanzania, Zambia and Zimbabwe.
6 With a total catchment area of 250,000 Km2, of which 68,000 km2 is the actual lake's surface area, Lake Victoria is the largest freshwater lake in Africa. The lake is shared by three East African countries in varying proportions: Kenya (6%), Uganda (43%) and Tanzania (51%). Other countries such as Rwanda and Burundi are within upper watershed that drains into the Lake Victoria through river Kagura. The Lake is heavily utilized for fisheries, transportation, tourism, water supply and waste disposal. The annual fish production is estimated at 1 million tonnes, comprising of Dagga (60%), Nile Perch (25 %), Tilapia and others (15%) for total first sale value of approximately US$ 870 million
7 Lake Tanganyika, the second largest lake in Africa and has a surface area of approximately 32,600 km^2. It is shared by the Republic of Burundi (8%), the DR Congo (45%), Republic of Tanzania – the Mainland (41%) and Zambia (6%). The Lake is a major source of water supply, provides food and nutrition security and employment through fisheries and is used as means of transport and for other economic purposes such as tourism. The current population around the lake basin is estimated at 13 million people and with a growth rate of about 3%. The annual fish production of Lake Tanganyika is estimated at 200,000 tonnes.
8 Reference is made to the Conclusions and Recommendation of the 1st Technical Meeting of the E€OFISH Programme on 14-15 November 2018, after the signature of the Financial Agreement.

MAPPING OF EA-SA-IO REGIONAL ECONOMIC AND FISHERIES ORGANISATIONS

No	COUNTRIES	ACP-EU / EA-SA-IO	GEOGRAPHIC STATUS: LANDLOCK	COASTAL	ISLAND	DULY MANDATED REGIONAL ORG.: COMESA	EAC	IGAD	IOC	SADC	REGIONAL FISHERIES ORGANISATIONS: LVFO	LTA	SWIOFC	IOTC	IOC-PRSP	SIOFA	NONE
1	ANGOLA																
2	BOTSWANA																
3	BURUNDI																
4	COMOROS																
5	FRANCE (REU)				*												
6	DJIBOUTI																
7	EGYPT*																
8	D R CONGO																
9	ERITREA																
10	ETHIOPIA																
11	KENYA																
12	LIBYA*																
13	LESOTHO																
14	MADAGASCAR																
15	MALAWI																
16	MALDIVES*				*												
17	MAURITIUS																
18	NAMIBIA																
19	MOZAMBIQUE																
20	RWANDA																
21	SEYCHELLES																
22	SOMALIA																
23	SOUTH AFRICA																
24	SOUTH SUDAN																
25	SUDAN																
26	SWAZILAND																
27	TANZANIA																
28	UGANDA																
29	YEMEN*																
30	ZAMBIA																
31	ZIMBABWE																
31	TOTAL	25	12	9	4	18	6	8	5	16	3	4	12	12	8	4	9

Compiled by S.Sweenarain, 2019

Figure 5 - Overview of the EA-SA-IO Region

1.3.1 WORK PLAN 1 - LVFO

It benefits an allocation of EUR 2 million. The PE and Work Plan is managed by the LVFO Secretariat under the financial scrutiny of the EUD of Uganda. In this respect, the IOC Secretariat has drawn a Delegation of Power in favour of LVFO. A Start-up PE in the amount of EUR 186,931.08 related to the formulation of the PE and work plan was approved on 26th November 2019. The LVFO organised a regional multi-stakeholder consultative and its 1st Steering Committee meetings on 20-24 January 2020 in Kisumu, Kenya to finalise its multi-annual PE and Work Plan, including its first-year action plan.

Two members of the TAT and the Project Manager of E€OFISH at the EUD of Mauritius were there to provide expert advice and strategic orientation to the LVFO PE and Work Plan. The project document would be submitted for the approval of the EUD of Mauritius through its counterpart in Uganda. The LVFO chapter is also entitled to some additional technical support from the TAT and Non-Key Expert in the course of the programme.

1.3.2 WORK PLAN 2 - LTA

The LTA is granted 2 million EUR for its PE and Work Plan that will be implemented by the FAO through a Contribution Agreement under the supervision of the EUD of Burundi. In October 2019, an STE of 10 working days was provided by the latter for finalising its

multi-annual PE and Work Plan. It was followed by a visit of the MCS and Communication & Visibility Experts of TAT to ensure compliance with the objectives and guidelines of the E€OFISH Programme. It is understood that the project document has been approved by the FAO and the contractual arrangement is in the pipeline.

1.3.3 WORK PLAN 3 - THE MARINE FISHERIES

The Work Plan has a total budget of 9.8 million EUR which represents 34% of the E€OFISH funding. The Breakdown of the PE is as follows:

Cost Centres	Amt / EUR
Result 1 - Policy & Institutions	3,510,000
Result 2 - MCS Capacities	4,457,200
Communication & Visibility	150,000
Operating Costs	1,124,200
Contingencies	508,600
Total	**9,750,000**

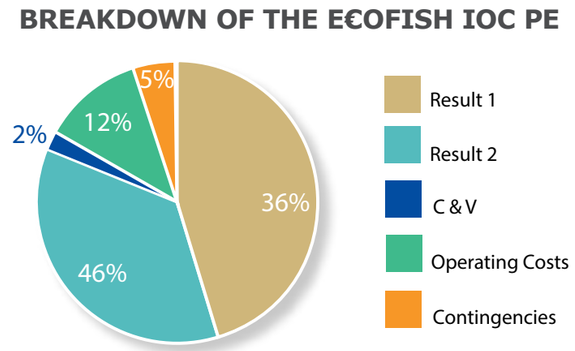


Figure 6 - IOC PE Break down by main components

The Marine Fisheries Work Plan is multi-faceted. Besides the Programme Integration management through the IPMU, it undertakes these key strategic actions:

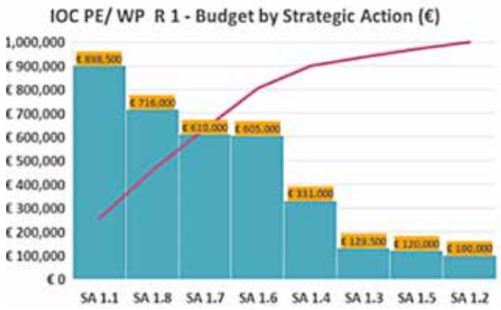
i) **Regional MCS Operations led by IOC-PRSP**. IOC-PRSP was started in 2007 in collaboration with the EU DG MARE and SmartFish Programme. It was also indirectly supported by EU Fisheries Governance and the World Bank's SWIOFish 1 Project. The regional MCS mechanism is inactive since April 2018. The top priority of Result 2 is to strengthen regional MCS supply chains ecosystem through the IOC-PRSP.

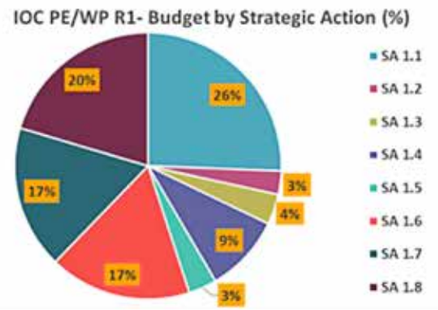
ii) **Marine Small-Scale Fisheries**. The IOC-PE also caters for the sustainable management of marine small-scale fisheries of the EA-SA-IO region through the 3 interconnected Results. The maritime façade comprises 12 countries - 8 SWIO States + 4 coastal stated of the Horn of Africa[9].

iii) **Cross-Regional Interventions -** The Work Plan includes a plethora of strategic tools and interventions for enhancing the regional institutional frameworks and the political economy of the fisheries sector such as the regional Coordination Platform, High-level Political Dialogue, the Blue Economy Statistical System and Capacity Building. These activities are championed by the DMRO.

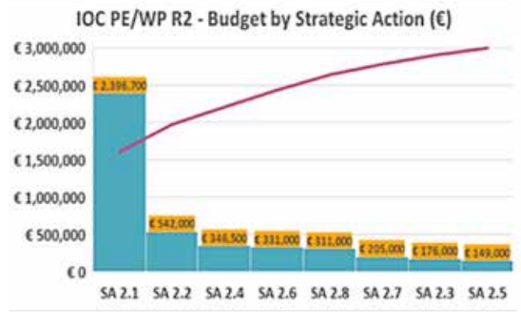
The budget for Result 1 is 3.5 million EUR. Result 2 – MCS has a budget of 4.5 million EUR with a slight overweight for the SWIO industrial fisheries. It is indicated that about 30% of the funding is related to small-scale fisheries. By including the E€OFISH direct grant for the Regional Fisheries Surveillance Operations (2 million EUR) and that of La Reunion/ France through Regional EDF

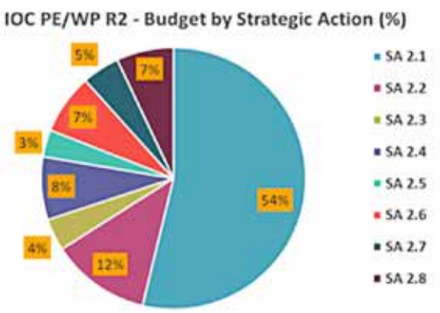
and INTERREG Funding (approx. 2 M EUR over 3 years), the total funding for industrial MCS component is estimated at 6.7 million EUR. Apart from Result 3 – CFP, the total budget for enhancing the sustainable management of the marine SSF is approximately 5.7 million EUR which includes the contribution of Result 2. The breakdown of the budget of Result 1 and 2 for marine fisheries by strategic action is presented in Figures 7 & 8.





Figures 7 & 8 - E€OFISH Marine Fisheries Result 1 PE Budget Breakdown (€) and %





Figures 9 & 10 – E€OFISH Marine Fisheries R2 PE - Budget Breakdown (€) and %

1.3.4 WORK PLAN 4 – CALL FOR PROPOSALS (RESULT 3)

This work plan is directly managed by the EUD of Mauritius. It consists of a financial envelope of EUR 8 million which is allocated as follows: East Africa: EUR 3 million, Southern Africa: EUR 3 million and the Indian Ocean: EUR 2 million. The objectives and guidelines of the component are more fully described in the Financial Agreement. The size of the grant per project is in the range of EUR 500,000 to1 million. The CFP was launched by the EUD of Mauritius in July 2019. The FE/TL as well as the DMRO has collaborated consistently in the preliminary and final evaluation of the project proposals. The EUD of Mauritius is proceeding with the due diligence before announcing the awarded projects. It is most likely that these flagships would touch ground in the second trimester of 2020.

9 For technical convenience, Kenya is place under the SWIO although it is a member of IGAD. The latter has developed close tide with the IOC through the IOC-PRSP and will be also engaged with IGAD.

1.3.5 WORK PLAN 5 - TECHNICAL ASSISTANCE

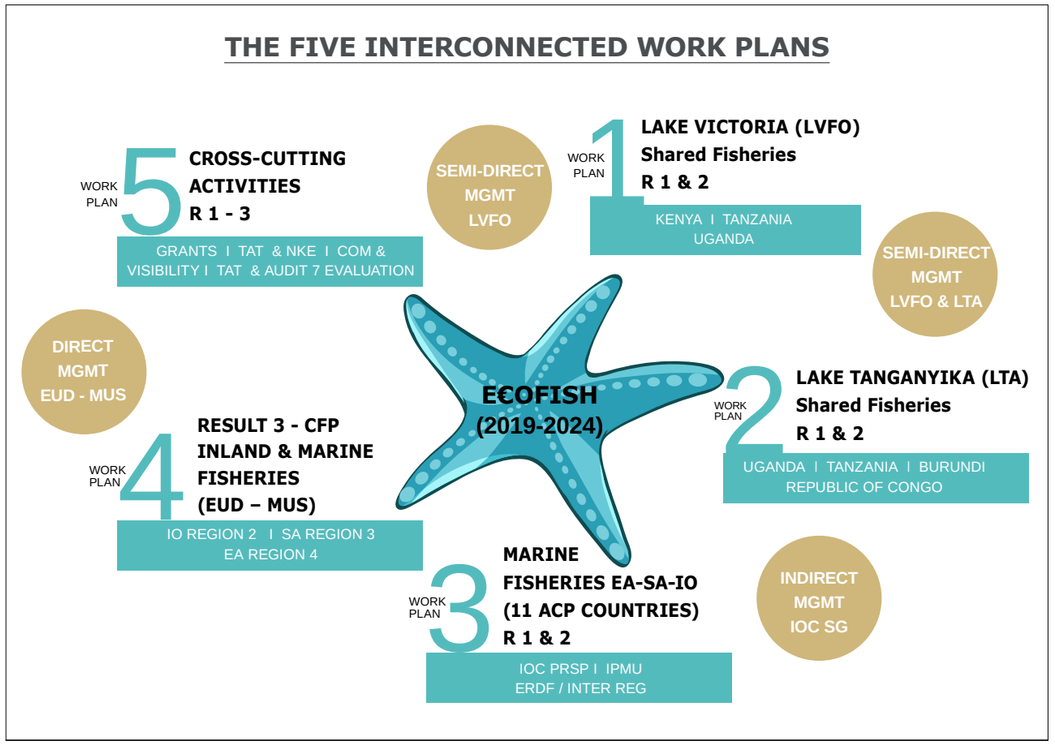
The provision of the TAT is part of a broader Service Contract awarded to the ***Incatema Consortium*** to include the provision of ***700 working days*** of Short-Term Expertise (STE). The TAT comprises:

i) One **Fisheries Economist / Team Leader** who is called upon to oversee Result 1. It is a full-time position with **1140 working days** over a period of 62 months

ii) One **MCS Expert** who is responsible to assist the operations under Result 2. It is a quasi-full-time post with **900 working days**.

iii) One **Communication and Visibility Expert**, who oversees the overall Communication & Visibility Strategy and Action Plan of the E€OFISH Programme. It can be considered as a part-time position with **690 working days**.

The TAT and STE cut across the other work plans. They provide expert advice and strategic orientation to the LVFO, LTA and IOC PE. The FE/TL is also responsible for the overall technical coordination and Integration Management of the programme.



1.4 MAIN CONSTRAINTS OF THE E€OFISH PROGRAMME

Fish Value Chains and Market Development - Post-harvest losses are a major challenge for the maximisation of the socio-economic and ecological benefits from the small-scale fisheries. The Fish Market and Trade component was precluded from the E€OFISH Programme because they are supposed to be accommodated by SADC and COMESA through their respective Regional

Indicative Programme under the 11th EDF. However, it was later found that these strategic components were not prioritised by these DMROs[10]. It is likely that some awarded projects under Result 3 – CFP would indulge in those areas but may not be adequate.

Fisheries Governance Mechanisms – Fisheries Management consists of 3 interconnected components, Policy and legal frameworks, Governance Institutions and MCS or Compliance and Enforcement. They need to be fine-tuned and balanced constantly to ensure the sustainability of the industry. The significance of effective governance systems can hardly be overstated. This component that was left on the side-line of the strategic actions is brought back as a cross-cutting component. It will be enhanced through effective collaboration with the ***EU-Fisheries Governance Programme II*** and other ongoing regional initiatives.

1.5 DMRO SWOT ANALYSIS IN RELATION TO THE FISHERIES SECTOR

The conventional role of the African RECs is to facilitate regional economic cooperation and integration across the continent through cross-boundary trade, investments, mobility of people and infrastructure development. With the emergence of the UN MDG 2000, several economic sectors, including fisheries were added to their portfolio without building the capacities to implement them effectively. Some critical points regarding the effectiveness of the DMRO in strengthening regional cooperation in the marine fisheries of the EA-SA-IO region are as follows:

i) **Overlapping memberships and mandates** of the DMRO that results in duplication of efforts and wastage of scarce resources besides the potential miscommunication and subtle rivalry among them.

ii) **Absence of institutional linkages** between the DMRO, the RFMO/RFB and the Parent Ministries. Usually, they participate as observers in these RFB/RFMO statutory meetings.

iii) **Lack of technical and human capacities** – Most of the DMRO have only one Fisheries Expert to coordinate the sector at the regional level. This is a major hurdle for the development of strategic tools and techniques to support the political economy of the fisheries.

iv) **Everything or Nothing** and **a one-size-fits-all approach -** This indiscriminate approach of regional cooperation induces member countries to endorse regional policies and strategies to be politically correct without further actions. All the member states do not have the same political influence and economic interest in fisheries. Therefore, a common but differentiated approach or variable geometries should be the basis of regional cooperation in the fisheries sector.

v) **Theoretical Approach**. The focus of the DMRO is mostly on the harmonisation of national policies and strategies assuming that they would be operationalised by the member states. Africa is not short of policies, but adequate capacities to implement them effectively.

vi) **Marginalisation of the Indian Ocean SIDS** in the African Institutional frameworks which are more continent-focused. This is exacerbated by the fact that IOC which is the champion of the SIDS is not a recognised African REC.

10 E€OFISH 1st Technical Meeting, Dar es Salam, Tanzania - November 2018.

DMRO – A SWOT ANALYSIS RELATED TO THE MARINE FISHERIES

→	STRENGTHS	→	WEAKENESSES
1	Regional economic Cooperation & Integration	1	Overlapping mandates and memberships
2	High level Political Dialogue	2	No institutional linkage btwn DMRO & RFMO/RFB
3	Regional Fisheries Policies & Strategies	3	Competing interest and weak comparative advantage
4	Support of Donor Agencies & programmes	4	Weak Political Economy for Sustainable fisheries
5	Circular economy	5	Overdependence of External Donors and Programs
→	OPPORTUNITIES	→	THREATS
1	UN SDG 2030/Africa Agenda 2063	1	Business-as-usual / No paradigm shift
2	Leverage External Financial & Tech. Supports	2	Global economic turndowns and trade wars.
3	Global impetus of the Blue Economy Strategy	3	Disconnects between local Communities & States
4	Mobilisation of Domestic P & P resources	4	Political and social conflicts over natural resources
5	SSF as a driver of economic transformation	5	Climate and non-climate induced natural calamities

Fig 11: SWOT Analysis

1.6 KEY FEATURES OF THE REGIONAL FISHERIES ORGANISATIONS

Sustainable fisheries are often wrongly perceived as the conservation and management of fish stocks and ecosystems while underestimating the significance of the socio-economic factors which are directly related to the livelihoods and wellbeing of the fishing communities and the peoples at large. Most of the RFMO and RFB are driven by bio-ecological features and are not equipped to undertake sustainable and inclusionary fisheries management.

Generally, the inland RFMOs – LVFO and LTA are relatively well-organised and institutionally connected to their DMRO/REC as compared to the marine fishery counterparts. However, they fall short of the political thrust and operational capacities to sustain the processes of sustainable management in the shared fisheries resources. The prevalent situation is exacerbated by external factors such as overlaps with other fluvial economic and environmental policies that necessitate an integrated or ecosystem-based management approach.

There are three regional fisheries organisations in the marine fisheries of the EA-SA-IO region that complement each other for attaining sustainable fisheries resources management and ecosystems. These measures are critical but not adequate for ensuring sustainable fisheries. Moreover, social equity or fairness in sustainable fisheries does not happen by default and requires effective policies and strategies. Therefore, the fisheries scientific data should be complemented by adequate socio-economic data to support informed policymaking and management decision as well as monitoring. In this region, the marine industrial fisheries are relatively well-organised as compared to the small-scale segment. A common but differentiated approach is required to tackle the issues of the unsustainability of these sub-sectors. The key features of the regional fisheries organisations of the Western Indian Ocean are as follows:

1.6.1 INDIAN OCEAN TUNA COMMISSION (IOTC)

IOTC is an Article XVI type of FAO Regional Fisheries Management Organisation that enjoys its administrative and financial autonomy and has binding powers of its resolution on the participating countries. Its main objectives are to promote collaboration and cooperation among the Contracting Parties (Coastal States) and Cooperating Non-Contracting Parties (Distant Waters Fishing Nations) for ensuring, through appropriate management, the conservation and optimum utilisation of the stocks of 16 tuna and tuna-like species and encouraging sustainable development of fisheries based on such stocks. Its key functions and responsibilities are fisheries management, research and development, capacity building, and keeping under review the economic and social aspects of the fisheries, bearing in mind the interests of developing coastal States. However, the socio-economic research in the regional tuna fisheries is lagging. Though the RFMO has binding powers over its member states most of its resolutions are not implemented by the developing coastal states due to a lack of capacities.

1.6.2 SOUTH-WEST INDIAN OCEAN FISHERIES COMMISSION (SWIOFC)

SWIOFC was established in 2004 and has made good strides over the past 15 years. It plays a prominent advisory and facilitation role in the sustainable management of the tuna and non-tuna fisheries inside the national waters of its 12 member states without interfering with sovereign rights. The interventions are demand-driven and dependent on donor agencies and programmes to fund their meetings and activities. Currently, the SWIOFC is supported by the World Bank's SWIOFish I Project which will be completed in 2022. It has resumed the implementation of a five-year project for the integrated management of the coastal fisheries and marine environments funded by SIDA in collaboration with FAO and UNEP. Most importantly, the SWIO States as a sub-region do not have a Regional Strategy and Action Plan for the sustainable management of their marine fisheries. **E€OFISH intends to assist SWIOFC Secretariat in enhancing its operational capacities.**

1.6.3 SOUTHERN INDIAN OCEAN FISHERIES AGREEMENT

SIOFA is Regional Fisheries Body which is mandated for the sustainable management of the high sea fisheries resources other than tuna and tuna-like species (fish, molluscs, crustaceans and other sedentary species) in the area of competence beyond the national waters of the coastal states. Its objectives include ensuring the long-term conservation and sustainable use of the fishery resources and promoting the sustainable development of fisheries, considering the needs of developing States bordering the competence area. **Considering the immediate expected outcomes of the E€OFISH Programme, it is far-fetched to image the latter investing its limited resources in the management of the fisheries resources beyond the national waters of the SWIO states. Nevertheless, it will undertake to facilitate the exchange of fisheries information and capacity building through a regional platform.**

In keeping with the above narratives, the E€OFISH Result 1 is bound to work closely with the SWIOFC scientific and development platforms as well as the national fisheries research agencies to leapfrog its strategic interventions.

CHAPTER 2

OVERVIEW OF THE MARINE FISHERIES WORK PLAN

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OVERVIEW OF THE MARINE FISHERIES WORK PLAN

2. INTRODUCTION

The Marine Fisheries PE and Work Plan of the E€OFISH Programme is implemented by IOC and that is why it is often referred to as the ***PE/Work Plan***. The Work Plan is strategized to reinforce the operational capacities of the relevant DMRO and RFB/RFMO for thriving sustainable, inclusive and climate-smart marine fisheries in the EA-SA-IO region. In alignment with the objectives, strategic actions and guidelines of the programme, Result 1 lays emphasis on the enhancement of the regional and sub-regional policy and institutional environment to promote the small-scale fisheries as an engine of growth and shared prosperity for advancing the objectives of **"Transforming Africa 2063"**. It entails the mainstreaming of an updated version of the AU Fisheries Framework and Reforms Strategy for the African Fisheries and Aquaculture sector 2017. The Work Plan intends to address the wicked problems of overcapacity and overfishing which are exacerbated by the impacts of the various pathways of climate change and environmental degradation. Result 2 of the Work Plan focuses on Monitoring Control and Surveillance (MCS) operations in the marine fisheries. The Work Plan also caters for the operationalisation of the Integrated Programme Management Unit (IPMU) which is responsible for the Programme Integration Management.

2.1 STRATEGIC PLANNING AND SEQUENCING OF THE INTERVENTIONS

The interventions under the Marine Fisheries Work Plan was formulated in consultation with the relevant DMRO, RFB and Development Partners.

2.1.1 MARINE FISHERIES WORK PLAN - RESULT 1

Result 1 will start with an inventory of the operational capacities of the relevant regional economic and fisheries organisations from the perspectives of their strategic policies and development plans. It will be followed by an assessment of the adequacy of their existing capabilities in the context of the emerging regional Blue Economy Strategy. The capacity needs and gaps, barriers and constraints as well as the strategic orientations will boil down into a regional Comprehensive and Integrative Capacity Building Strategy Framework and a Regional Marine Fisheries Sustainable Development Strategy and a ten-year Action Plan to drive the process of the economic transformation of the sector. Understanding that all the beneficiary countries do not carry even political influence and economic interest in the regional fisheries, a common but differentiated approach is thought to be more appropriate.

Embarking on the process of sustaining the economic transformation of the marine small-scale fisheries entails the development of a series of fisheries scientific and economic databases for

informed policymaking and management decisions. They include amongst others a regional Frame Survey Framework, Fisheries Management Information System, Fisheries – Climate Change and Bio-Diversity Observatory and a Blue Economy Statistical System. IGAD intends to promote a tailored Regional Fisheries Body in the Horn of Africa to cater for the sustainable management of the inland and marine fisheries in the context of its Blue Economy Strategy. IOC aims at leading the process of sustainable modernisation of the small-scale tuna value chains in the SWIO region in alignment with the IOTC regulatory measures. La Reunion / France will be a major contributor to this initiative through the FEDER/ INTERREG Funding.

The component proposes an innovative and synergistic approach to combining coastal fisheries and environment conservation management. It intends to support ongoing projects in existing Marine Protected Areas (MPA) as well as Voluntary Marine Conservation Management initiatives in collaboration with local NGO and fishing communities. SADC will collaborate with E€OFISH to promote an innovative concept of Trans-Frontier Marine Conservation Areas in the Western Indian Ocean through awareness building, advocacy and policy dialogues.

2.1.2 MARINE FISHERIES WORK PLAN – RESULT 2

This MCS component is related to marine fisheries and has two sub-components namely the industrial and small-scale fisheries to tackle the issues IUU fishing, fisheries-related crimes and maritime insecurities in the EA-SA-IO region.The setting of basic MCS infrastructure and operational capacities in IOC member states was launched by the IOC Regional Fisheries Surveillance Programme (PRSP) that was supported by the EU DG MARE from 2007 to 2014. Thereafter it was continued by SmartFish until 2018. It is the first Regional Plan of Action to combat, deter and eliminate illegal, unreported and unregulated (RPOA-IUU) fishing under the FAO Code of Conduct for Responsible Fishing 1995. Apparently, the planned interventions under Result 2 are focused predominantly on enhancing the ***Regional Fisheries Surveillance Operations*** through the IOC-PRSP.

Currently, it encompasses eight island and coastal states of the SWIO bassin, i.e. the 5 IOC member-states plus 3 ESA countries: Mozambique, Tanzania and Kenya. It is most likely that South Africa and Somalia will become a member of the IOC-PRSP to close the regional loop. Despite a commitment on the part of the EU to refund the operating cost incurred by the IOC-PRSP during the transition between SmartFish and E€OFISH, the centre was temporarily shut down. Therefore, the gist of the challenge for E€OFISH is to reactivate the IOC-PRSP at cruising speed, i.e. without losing its operational capabilities. This may be an acid-test to assess the ownership of the partner countries and the institutionalisation of the mechanism as recommended by the Ministerial Conference of July 2017.

It is understood that SADC has also endeavoured to operationalise a mega MCS Coordination Centre at Maputo to embrace all segments of the wild fisheries of its area. It includes the continental fisheries as well as the marine fisheries of the Southern Indian and Atlantic Oceans. After a constant struggle since 2007, it has finally concluded a Ministerial Charter for the establishment of an Interim PMU and a Regional Technical Team to pave the way for the operationalisation of the Centre in Maputo. Besides the continuous support of Stop Illegal Fishing/Fish I Africa, WWF (Africa & Germany), it has obtained a grant of EUR 1.5 million from the German Development Agency (GIZ).

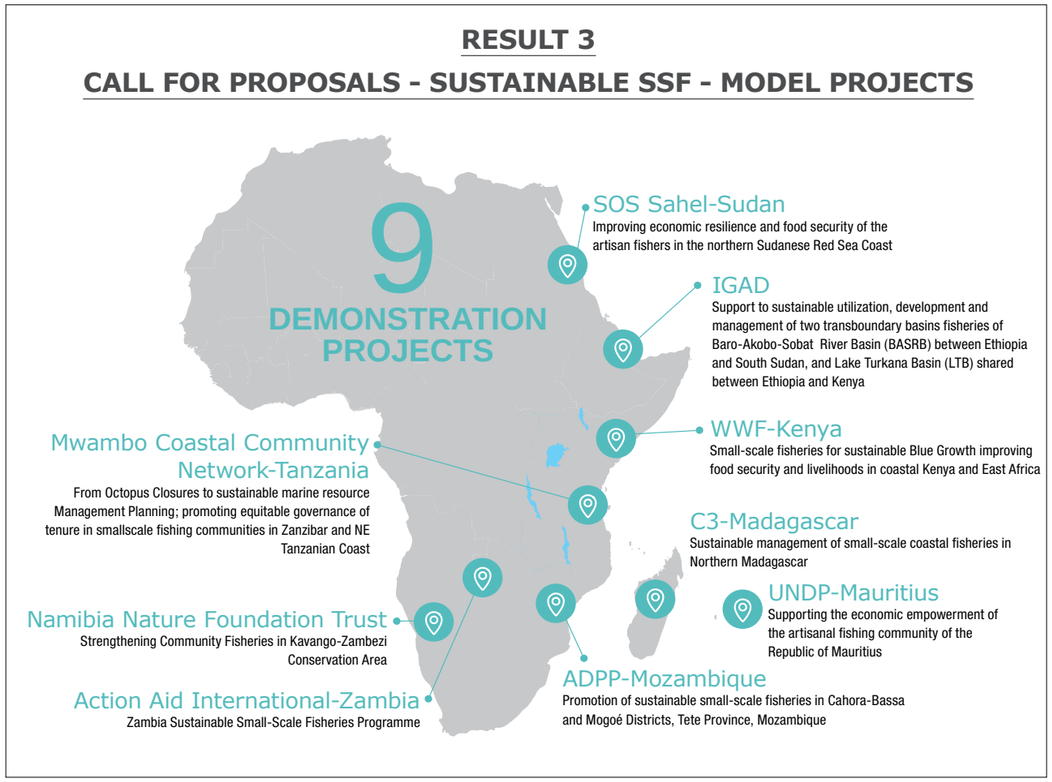
It is indicated that the World Bank's SWIOFish Mozambique National Component is on standby to fund the construction of a building to house the MCS CC in Maputo. In abeyance of 75 % of the required signatories for the implementation of the MCS Charter, the IPMU is focused on some preliminary activities such as the dissemination of a Policy Brief on IUU fishing, capacity building data management and exchange and the commissioning a study on a Regional MCS Strategy. At the other end of the SWIO region, IGAD is also keen for the setting up of its own regional MCS CC in the Horn of Africa to exchange of strategic information with other recognised regional MCS CC.

Since 2014, the SWIOFC is facilitating its partner countries in the development/management of the tuna fisheries inside the national waters through the setting up of a Working Party for Collaboration and Cooperation in the Tuna Fisheries. This initiative has been supported by the World Bank's SWIOFish 1 Project in collaboration with SmartFish and IOC-PRSP. The main activities of this regional project included an institutional review and reform of the SWIOFC; a regional platform for the SWIO states to speak in one voice at the IOTC Session meetings; technical studies for the establishment of a SWIO Fisheries Forum Agreement to ensure an equitable sharing of economic benefits from the regional tuna fisheries; capacity building for enhancing the effectiveness of Regional and National Observers Programmes and the FAO Port State Measures Agreement. It is, therefore, necessary for Result 2 to work closely with the SWIOFish 1 and other analogous regional initiatives. It is also bound to collaborate with the European Fisheries Compliance Agency (EFCA) for capacity building in regional strategic intelligence, data exchange protocols and best practices. Due emphasis will be laid on improving the economic efficiency of MCS tools using innovative technologies.

The challenges of IUU fishing in the marine small-scale artisanal fisheries are different as compared to the industrial counterparts and the generalisation of the issues is to be avoided. Most of these small-scale fisheries are poorly regulated open-access and informal activities. The MCS interventions regarding the small-scale fisheries should be coordinated with proposed activities of the Result 1 – Policy and Institutional Frameworks and Governance Structures as well as Result 3 awarded flagships. In a nutshell, this MCS sub-component is part of a comprehensive and integrated strategy to reform and rehabilitate the small-scale fisheries without causing additional hardship or prejudice to the local fishing communities. For instance, the FAO Blue Growth Initiative is an appropriate mechanism for mainstreaming the values and principles of sustainable development in the small-scale fisheries. Therefore, E€OFISH will build on the achievements and work-in-progress EU SmartFish and Fisheries Governance programmes as well as the World Bank SWIOFish National Projects to improve the enabling environment for the operationalisation of the fishery management plans, including realistic MCS measures in the marine small-scale fisheries of the EA-SA-IO region.

2.1.3 SYNERGIES WITH RESULT 3 – CALL FOR PROPOSALS

Result 3 has been masterminded to promote disruptive innovations in the sustainable management and governance in the small-scale fisheries across the EA-SA-IO region. It has a total budget of 8 M EUR which is allocated as follows: Eastern Africa: 3 M EUR, Southern Africa: 3 M EUR and the Indian Ocean: 2 M EUR. Though the component is managed directly by the EUD of Mauritius, it is considered as a cross-cutting issue from the technical perspective. The authorised financial envelope for each project is in the range of 500,000 and 1 million EUR and it is expected that about 10 projects would be



awarded. The EUD of Mauritius has involved the FE/TL, the DMRO and their corresponding EUD in the process of the preliminary and final evaluation of the project proposals. As at the end of January 2020, it was indicated that a list of selected projects has been established and the process of due diligence was underway before the preparation of the contracts. These SSF projects are not cross-regional initiatives but micro model projects that are destined to showcase/demonstrate the positive socio-ecological impacts of sustainable small-scale fisheries in their respective field. The technical coordination and supervision of these projects are entrusted to the devolved governance structures through the IPMU. The Communication and Visibility component of the programme will be instrumental in disseminating the learning investments and best practices for upscaling and replicating these initiatives.

2.1.4 CROSS-CUTTING COMPONENT WITH COMMUNICATION AND VISIBILITY

This cross-cutting theme is multi-faceted as the programme itself. Besides the mandatory branding and visibility requirements and maintenance of dedicated web-based platforms for iterative information sharing, it is sought as a proactive tool for promoting widespread awareness-raising, cultural development and social innovations in the fisheries sector. The communication strategy will support the strategic actions of Result 1 and 2 as well as the awarded projects under Result 3. The Communication and Visibility Expert is required to formulate a comprehensive and integrated Communication Plan that encompasses all the Work Plans of the inland and marine fisheries as well as the frontline beneficiaries (DMRO and RFB/RFMO) and Development Partners, including the EUD in the EA-SA-IO region. It is critical to establish physical and virtual

networks /platforms to connect fisheries and fisheries-related communicators across the region to relay the communications of the E€OFISH Programme.

2.2 STRATEGIC ORIENTATIONS

2.2.1 KEY FEATURES OF E€OFISH

Despites of some apparent similarities with SmartFish, the E€OFISH Programme is focused on its cross-regional mandate. It is viewed as a unique opportunity for the DMRO to enhance their strategic policies and operational capabilities to drive sustainable, inclusive and climate-smart inland and marine fisheries as a driver for the economic transformation of the EA-SA-IO region. These are the key features of E€OFISH:

2.2.2 DMRO AS FRONTLINE BENEFICIARIES AND CO-IMPLEMENTORS

Unlike SmartFish, the DMRO are not passive beneficiaries but co-implementers of E€OFISH. Therefore, their commitments and active participation are a critical factor for the success of the programme. It is assumed that they would demonstrate their ownership, effective collaboration and leadership in stimulating the regional political economy of the fisheries sector in the wake of the Africa Blue Economy Strategy. The fisheries sector is diverse, complex and dynamic that would require appropriate set up to deal with the inherent policy and management uncertainties. The current operational capacities of the DMRO are inadequate and they must evolve progressively to do justice to the regional fisheries sector. A synergistic and foresighted approach is sought to mainstream the organisational development inline to the regional political aspirations. Regarding the marine fisheries, it is expected that the relevant DMRO would expedite a pragmatic solution for the overlapping mandates and memberships. The next step will consist of streamlining the institutional linkages between the DMRO and the RFB.

2.2.3 SHARED FISHERIES RESOURCES

Apart from the coastal tuna and tuna-like species, the shared fish stocks are limited in the small-scale fisheries in the region. These fisheries are predominantly subsistence and traditional artisanal fishing. The value-added of regional cooperation in these national fisheries lays on sharing of scientific and statistical knowledge, management best practices, fish value chains development and capacity building which is facilitated by the SWIOFC. The operational link between the DMRO and the national fisheries sector is weak and on an ad hoc basis. The Cross-Regional Initiative, in the context of the marine small-scale fisheries and the development of strategic tools, has different connotation since the E€OFISH Work Plan is required to collaborate directly with the beneficiary countries and local communities. So, a generalised or indiscriminate approach to regional cooperation for the sustainable management of the diverse small-scale fisheries can be potentially counterproductive.

2.2.4 BLUE ECONOMY STRATEGY

Born in 2012 at the World Summit on Sustainable Development 2012 (Rio+20), the Blue Economy was defined as the ***greening of the ocean-related industries with fairness or social equity***. It has no clear-cut definition so far and is subject to contextual adaptations and interpretations. It has been appropriated by the SDG 14 - Life Under Water to strengthen Ocean Governance as a requisite for effective conservation and management of the marine resources and habitats in the national waters and Areas Beyond National Jurisdiction. The small-scale fisheries are the pinnacle of the global Blue Economy with regards to their contribution to livelihoods, food and nutrition security, gender equality and cultural diversity in the coastal communities. The African Union applies the Blue Economy Strategy to its inland water bodies as they are essential for sustaining life and the wellbeing of its people. This scope is included in the African Integrated Maritime Strategy 2050 which is supported by the UN Economic Commission for Africa. Through the ***Blue Growth Initiative***, the FAO is partnering with the developing countries to achieve the SDG in the marine and inland fisheries. The multilateral agencies are engaged in the mobilization of public and private investments to support the African Blue Economy and it is important for the small-scale fisheries to be at the dining table.

2.2.5 CLIMATE RISKS IN SMALL SCALE FISHERIES

The Paris Agreement on Climate Change (COP 21) is a major political commitment to limit global warming at +2°C and a new IPCC Report reveals that +1.5°C above pre-industrial temperature by 2050 would have life-threatening effects for the atoll island and low-lying coastal states. In the Western Indian Ocean during 1998 - 2010 the net primary productivity has decreased by 10 % and is predicted to decline further. The average sea surface temperatures and sea-level rise in the SWIO are within the range of global trends. However, these global averages differ significantly across the local coastal marine ecosystems, with diverse consequences on the productivity of the small-scale fisheries. The impacts of climate change are often interpreted as seasonal and inter-annual climatic variations by the fisher-folks. They have developed over time some adaptation strategies to cope with these changes but are insufficient to roll-out proactive adaptation measures and long-term climate resilience in the fisheries. The fisher communities are to be sensitized on these looming threats. The lack of reliable scientific and observation data on the potential climate risks on the fisheries have stalled the process of mainstreaming climate adaptation measures into the policy and institutional frameworks.

2.2.6 ROUTINE AND PROJECTIZED ACTIVITIES

The E€OFISH Programme is made up of projectized and routine activities that requires a different project management approach. For the routine activities[11], the programme can fall back on the existing mechanisms or networks whereas it has to create a supply chains ecosystem for the new projects and activities. An agile or rolling wave project management style is appropriate to anticipate the complex and uncertain features of the fisheries sector, particularly the small-scale segment. The projectized activities will be rolled out in five overlapping stages which are summarised in the chart below, Fig 12.

Fig 12: projected activities

11 Routine activities are not cost-effective for a programme or project due to relatively high management cost.

2.3 TECHNICAL MEANS / INPUTS

Besides the expert advice provided of the TAT and NKE, the main technical inputs for implementing the programme activities will consist of Workshops & Meetings and Short-Term Expertise and field Mission. An analysis of these technical inputs in the IOC PE provides the following insights:

i) The total number of Workshops/Meetings (WSP/MTG) and Short-Term Expertise and Missions(STE/MIS) provided by the IOC PE/Work-Plan is 171 and 125 respectively that represents an average of 34 WSP/MTG and 25 STE/MIS per year or **3 WSP/MTG and 2 STE/MIS per month** on the basis a 5-year programme

ii) Based on the assumption that the **STE/MIS ratio is in 1:1** and the average duration of **an STE is 20 working days**. Therefore, the total number of STE and effective working is estimated at **80** and **1600** respectively. Additional savings can be made by procuring regional, national and local experts with adequate experience which will be an integral part of the regional human resources development strategy.

iii) It is anticipated that the **700 working days of STE/NKE earmarked in the Service Contract of Incatema** would be used judiciously to provide additional technical expertise for boosting to the DMRO and SWIOFC in relation to the E€OFISH Programme as well as the LVFO and LTA Work Plans. These will be on an ad hoc and temporary basis.

iv) The IPMU administrative and technical staffs will have to organise **3 WSP/MTG and 2 STE/MIS** on a monthly basis besides their other routine management tasks (planning, execution, monitoring, documentation, reporting, communications etc.). It is proposed to hire One Programme Assistant to reinforce the human capacities at the IPMU. IOC procurement services may have to be boosted.

STRATEGIC ACTION	RESULT 1		RESULT 2		RESULT 1&2	
	WSP/ MTG	STE/ MIS	WSP/ MTG	STE/ MIS	WSP/ MTG	STE/ MIS
SA1	16	18	49	16	65	34
SA2	2	3	14	7	16	10
SA3	4	3	3	3	7	6
SA4	10	7	11	2	21	9
SA5	3	2	3	2	6	4
SA6	20	4	7	7	27	11
SA7	3	30	2	1	5	31
SA8	16	17	8	3	24	20
TOTAL	74	84	97	41	171	125
ANNUAL AVERAGE	15	17	19	8	34	25

Figure 13 - IOC-PE WSP/MTG & STE/MISSIONS

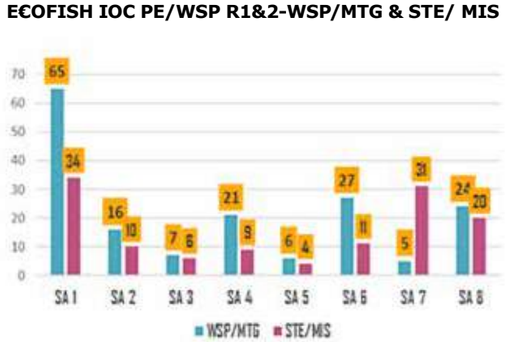
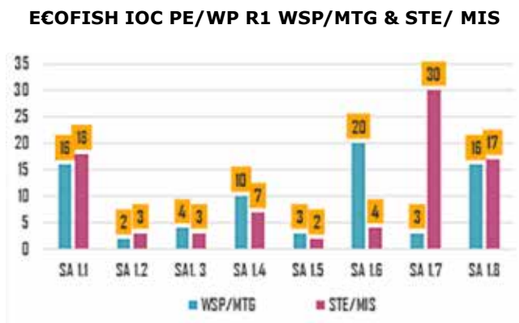


Figure 14 - WSP/MTG & STE/MISSION by SA

The following charts present the breakdown of the number of WSP/MTG and STE/MIS of the PE/ Work Plan by Strategic Action.



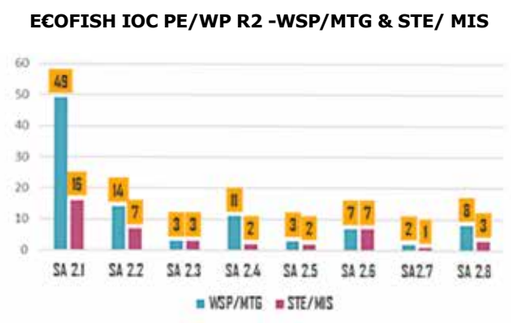


Figure 15 - IOC PE R1-WSP/MTG & STE/MIS by SA *Figure 16-IOC PE R2 - WSP/MTG & STE/MIS by SA*

2.4. PROJECT-CYCLE MANAGEMENT (PCM)

E€OFISH is a multi-faceted and versatile fisheries programme. Apart from the routine activities that were passed on by SmartFish to E€OFISH and the continuity MCS operations in the SWIO basin by the IOC-PRSP, the impetus of the IOC PE is on the development of a series of strategic tools and techniques for empowering the regional economic and fisheries organisation. It is assumed that the programme will last approximate 5 years and that the IPMU would be operational in April 2020. A synchronised and iterative relationship between the IPMU and the regional partners is a pre-requisite for achieving the set goals in a time and cost-effective way. In the context of E€OFISH, the PCM consist of 5 overlapping stages, Initiation, Research and Development, Execution and Closing. In other words, the main project management processes including Planning, Implementation, Monitoring & Control and Exit and Closing. The entire processes from start-to-fish are summarised in the following chart.

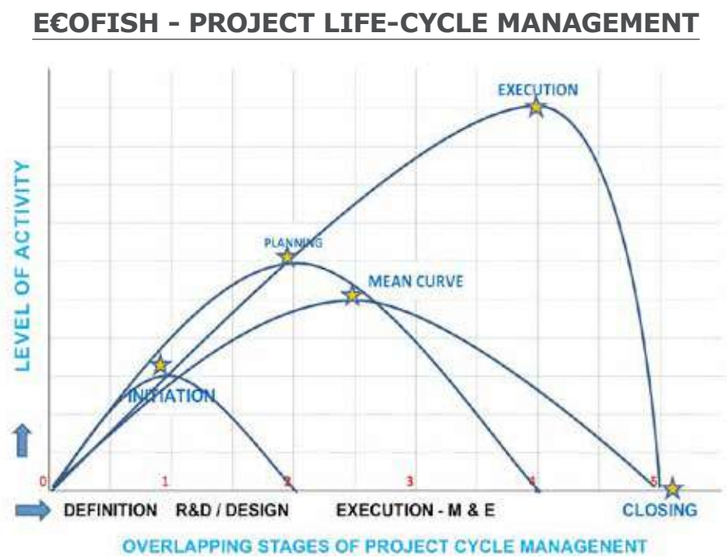


Figure 17 - E€OFISH Project-Cycle Management

2.5 PROJECT MANAGEMENT TOOLS AND TECHNIQUES

Besides the usual administrative and financial management process, the IPMU will lay due emphasis on the following project management tools and techniques to ensure proper coordination and monitoring of the programme activities.

i) A **quarterly work plan** for the implementation of the IOC PE – Result 1 and 2, including backstopping activities related to Result 3 and the cross-cutting activities such as Communication and Visibility. The instrument will also be used as a monitoring device to assess the performance of the activities against the initial milestones and deliverables.

ii) A **Programme Monitoring Meeting** will be organised on a monthly basis at the IPMU (except when it coincides with the trimester Programme Management Committee Meeting. It is conceived as a platform for tracking the works-in-progress, change management, sharing lessons learned and most importantly, enhancing synergies between administrative and technical staffs and most importantly, build team spirit.

iii) Every strategic Action the programmes is considered as a project of its own which triggers the formulation of an adequate **Concept Note**. This instrument consists of a concise situational (Stakeholders & Problems) analysis, needs and gaps/barriers and constraints, Proposed Theory of Change/ Intervention Logics (Inputs – Process- Output Matrix), Assumptions & Risks, Exit Strategy, Schedule and Final Deliverables. It will provide the basic baseline and end-line indicators to help in the Monitoring & Evaluation of the project. The relevant stakeholders must be involved in the process. A template of the Fact Sheet or Dashboard Is given in the Annexes.

iv) Against the backdrop of the Concept Note or Fact Sheet, the **Terms of Reference** for hiring the STE, organisation of relevant meetings and workshops as well the procurement of equipment and other services will be drawn. It understood that additional consultation may be required prior to finalising these instruments. As a basic rule, every STE must include an **Inception Report**, including a **Table of Content** of the Final Report and **an Executive Summary or Policy Brief**.

iv) **Mission Orders and Mission Reports** (Back-to-Office Reports) are management tools for assessing the performance of the programme. The TAT and IPMU staffs will be required to abide by the established rules for the missions. The principle of complementary among the technical experts/staffs will be observed to avoid multiple or duplication of missions as much as possible.

iv) **Monthly Timesheet** of the TAT and IPMU technical staffs will be filled in such a way that their daily activities can be tracked against the Log Frame of the Work Plan.

vi) A **fast-Track mode** will be applied for specific or high-profile activities in case of urgency and to cope with a tight schedule.

vii) Harvesting of **lessons learned and best practice** is not an after-thought at the closure of a project or programme but a process which is in-built in the change management or intended or unintended deviations from the initial plan. The project implementers are required to document and discuss them at the IPMU meetings and in their reports.

E€OFISH TECHNICAL HANDBOOK

viii) **Internal Monitoring and Evaluation** is an integral part of project management from start-to-finish. To operationalise the process in a data-scarce environment, the emphasis is to be laid on defining the Baseline and Intermediate Output Indicators and Milestones leading to the Intended verified deliverables.

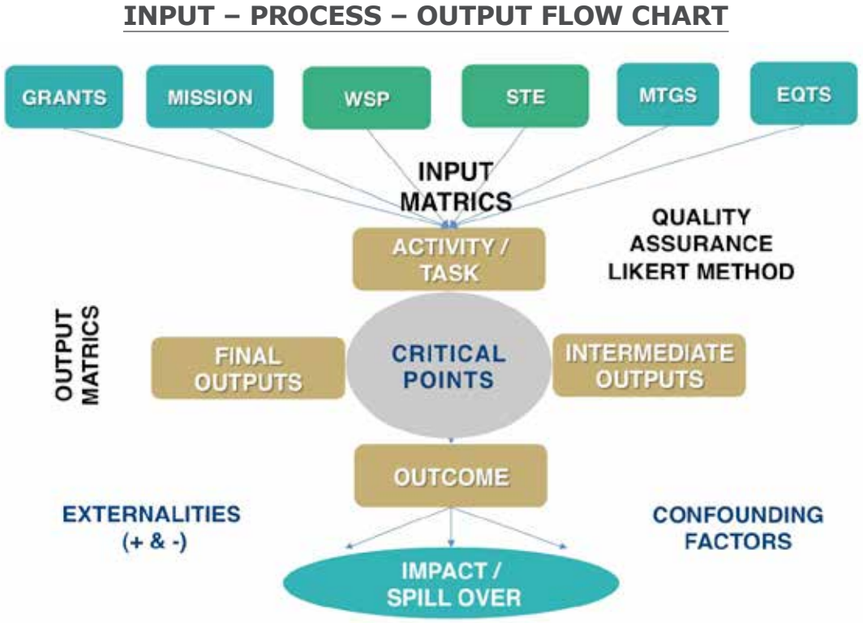


Figure 18 - Input - Output Process Metrics

2.6 MONITORING, EVALUATION AND LEARNING (MEL)

Conventional MEL approaches are inappropriate to assess the impact of a multi-faceted programme like E€OFISH due to the high cost involved and the existence of multiple confounding factors. The unavailability of adequate and reliable scientific and socio-economic data is a major constraint for evidence-based policymaking and management decision in the marine fisheries which are notably diverse, complex and dynamic. The situation is exacerbated by the prevailing open-access regime and informal features in terms of accountability and transparency. Alternately, more practical and cost-effective tools such as simple sampling methods, focal group discussions and interviews of champions and influencers are useful for capturing reaction and feedbacks. A blended approach comprising of Objectively Verifiable Input and Output Indicators, as well as Quality Assurance processes, will be customised to feed consistent and meaningful insights on the overall performance of the programme.

PROJECT MANAGEMENT SUSTAINABILITY FUNDAMENTALS

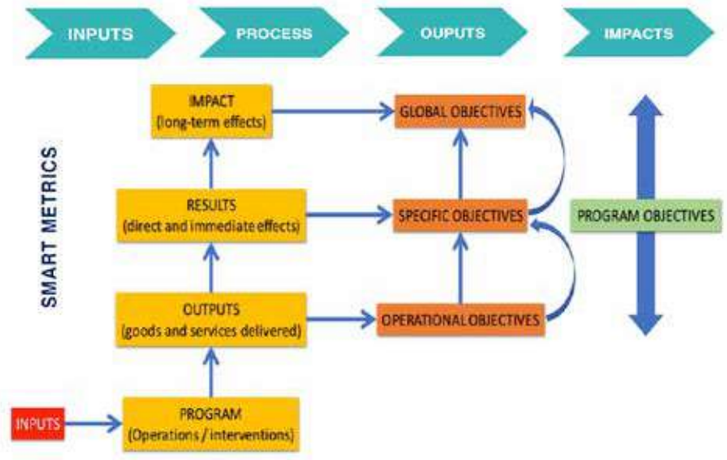


Figure 19 - Input-Output Flow Chart

Due emphasis will also be laid on the synergies among the programme strategic actions. A Fact Sheet or Dashboard method, which is like a Scorecard will be utilised internally to monitor and assess the performance of the activities against the set goals. The reporting framework of the programme is meant to inform key stakeholders about the progress made to set goals and objectives. It will highlight constraints and barriers as well as opportunities and threats and anticipated actionable measures. Each report, apart from the inception and final report, will contain a technical, Administrative and Financial section. The technical part will dive into the situation update and progress made through selective OVI discuss problems encountered and anticipated solution, including documentation of the lessons learned and best practices. The financial section will deal with the operation of the IPMU and the procurement of inputs. The programme website will be used to establish effective communication between the programme and its stakeholders.

2.7 ASSUMPTIONS AND RISKS

The hypotheses for the success of the programme include the followings:

i) Prevalence of relative peace, security and safety;
ii) Relatively stable global political and economic situation;
iii) No major natural and man-made upheavals (Social Unrest, Epidemics, Embargoes, Terrorism and Immigration Crises)
iv) A shared Vision and Mission among the Key Stakeholders;
v) DMRO Engagement to roll out the contemplated projects (Strategic tools and processes)
vi) Multi-Stakeholder Dialogue and participation
vii) Effective Collaboration and Partnership for transformative changes
viii) Adequate implementation/development capacities to roll out the intended projects
ix) Effective Communication Strategy to drive social innovation and cultural development

CHAPTER 3

E€OFISH PROGRAMME MANAGEMENT AND GOVERNANCE FRAMEWORKS

CHAPTER 3

E€OFISH PROGRAMME MANAGEMENT AND GOVERNANCE FRAMEWORKS

3. INTRODUCTION

We cannot agree more that regional cooperation is a major determinant for enhancing sustainable, inclusive and climate-smart management of the shared inland and marine fisheries resources of the EA-SA-IO region. The E€OFISH Programme, as a Cross-Regional Initiative of the 11th EDF, is a unique opportunity for reinforcing the capacities of the five Duly Mandated Regional Organisations to build their leadership in promoting the fisheries sector as a growth engine for attaining the objectives of **"Transforming Africa 2063"**. It aims at unleashing the development potentials of the sub-sector by enhancing the regional policy and institutional environments, resources mobilisation and partnerships, capacity development and strategic fisheries economic tools for science-based policymaking and monitoring. The E€OFISH Programme is a multi-faceted initiative stretched over a vast geography that requires a tailored multi-layer governance infrastructure to live up to the aspirations of the frontline stakeholders as well as the ultimate beneficiary countries of the region. The success of the programme depends on an in-depth understanding of the two-way intricacies of regional strategies and local actions. A dedicated multi-stakeholder consultative forum at the national, sub-regional and regional levels is critical for ensuring effective governance in the supply-chain ecosystems of the programme.

3.1 BACKGROUND

Generally, the governance system[12] of a project consists of 3 levels of hierarchy: 1) the Sponsors, 2) the Programme Steering Committee/s and 3) the Programme Technical Coordination which is assumed by the Integrated Programme Management Unit. A synoptic view of the Organisational Chart Fig 20.

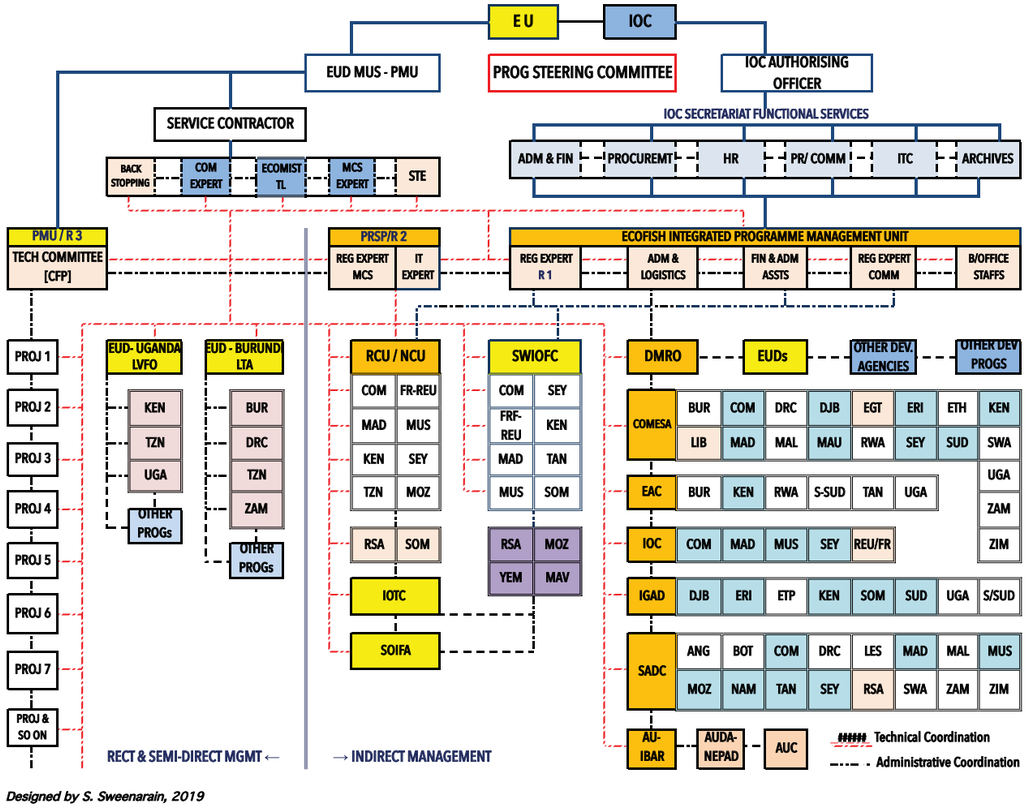
3.2 SPONSORS

The EUD of Mauritius is the guardian of the administrative and financial rules of the 11th EDF regarding the implementation of the E€OFISH Programme as per the Financial Agreement signed on 13th September 2018. Its management authority is partly shared with the EUD of Uganda and Burundi in relation to the execution of the LVFO and LTA Programme Estimates/Work Plans. A mandatory administrative-cum-financial and technical reporting system is in place to ensure a two-way communication on a regular basis between the EUD of Mauritius and the different

12 "Governance" is the practice of key stakeholders coming together to make decisions about the strategic orientation and to uphold duties such as oversight, decision-making and financial planning of a programme or project. It provides the framework that outlines the organization's purpose, values, and structure. "Management" is the allocation of resources and overseeing the day-to-day operations of the organisation. Governance decisions should provide guidelines for management.

Programme Estimates and Work Plans. Besides the components which are under its direct management, the EUD of Mauritius is also responsible for instructing ad hoc financial audits as well as external mid-term and final evaluations.

E€OFISH PROGRAMME - INTEGRATED ORGANISATIONAL CHART



Designed by S. Sweenarain, 2019

Fig 20: E€OFISH Organisational Chart

3.3 PROGRAMME INTEGRATION MANAGEMENT

The E€OFISH Integrated Programme Management Unit is hosted by the Marine Fisheries PE and is located at the IOC Secretariat. It is conceived as a mixed matrix project management model which is a combination of external Technical Expertise provided by the TAT and the in-house project management/ functional services - Administration & Finance, Procurement, Human Resources etc. - of the IOC Secretariat. This programme management style has its own operational advantages as well as the bureaucratic inconveniences that must be managed diligently to avoid schedule creeps and economic inefficiencies. The FE/TL acts as the Technical Coordinator of the programme and is responsible for the technical management of the IPMU (cf. Section 2.4 of the Financial Agreement) in collaboration with the designated Officer-in-Charge of the IOC Secretariat. The Organisation and Management of the Marine Fisheries PE abide by the IOC rules and procedures in alignment with the 11th EDF. The following chart shows the organigramme chart of E€OFISH IPMU Fig 21.

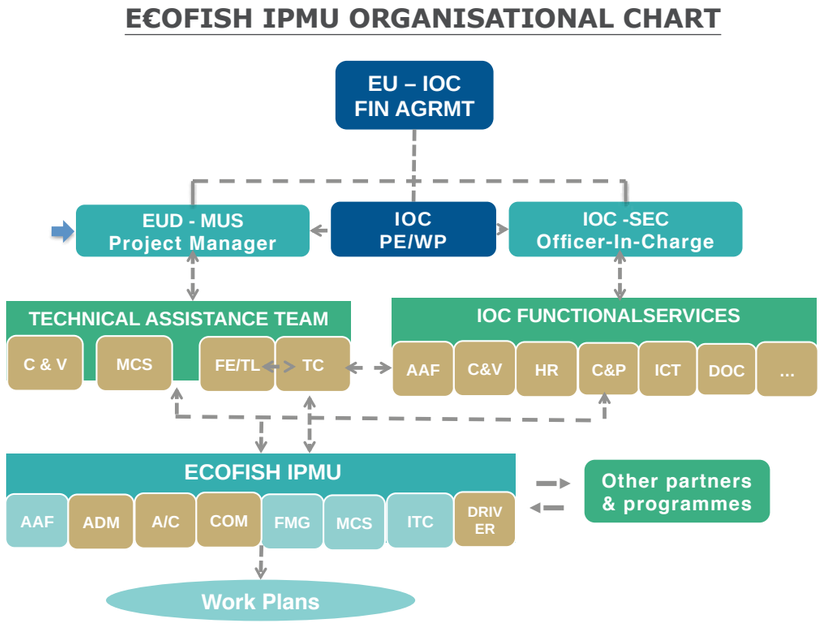


Fig 21: IPMU Organisational Chart

3.4 PROPOSED E€OFISH GOVERNANCE ARCHITECTURE

Any programme or project is bound to establish an appropriate temporary governance ecosystem to ensure effective implementation of its interventions. The E€OFISH Programme should not be viewed from the lenses of SmartFish because of the differences in their strategic goals and implementation modalities. Some innovative thinking was necessary to adapt the three conventional layers of project governance to the specific thematic and geographic scope of the E€OFISH programme as a Cross-Regional Initiative. Besides the ***Regional or apex Programme Steering Committee*** that oversees the entire programme, an analogous ***Sub-Regional Steering Committee*** (SR-PSC) is sought for each of the devolved Programme Estimates and Work Plans, i.e. the LVFO, LTA and Marine Fisheries. Since the Marine Fisheries component is a relatively big chunk that is implemented by the IOC alone, it has been sub-divided into two sub-regional fisheries hubs, the ***South-West Indian Ocean basin*** (8 island and coastal states[13]) and the ***Horn of Africa*** (4 coastal countries).

Given that the DMRO are not only the frontline beneficiaries but also implementers of strategic interventions, it is crucial to engage them in an appropriate governance mechanism. This is done through a temporary ***Sub-Regional Technical Working Group*** (SR-TWG) that will be supported by the IPMU and will report to the Apex Steering Committee. It will be responsible for providing strategic orientation and unite forces for the implementation of the sub-regional chapter of the cross-regional initiatives, e.g. the Coordination and Collaboration Platform (CCP), the Blue Economy Database, Fisheries Management Information System and so on.

13 Excluding La Reunion/France a member of the IOC which is not a signatory of the EU-ACP Protocol, but is participating in the E€OFISH Programme through other funding. Also, it is assumed that Kenya would go with the SWIO sub-group.

Finally, it is essential to engage the national stakeholders who are the ultimate beneficiaries of the programme. The DMRO are considered as the interface between the E€OFISH Programme and the NFP through the SR-TWG and Apex-PSC. An integrative or synergistic concept of NFP is proposed to interact more effectively with a multi-project programme like E€OFISH. It is a precursor to transition from a ***one-man-show to a one-stop-shop***. It is conceptualised as a select national platform of ***national thematic experts and champions*** that will operate under the leadership of the representative of the parent Ministry and will deliver expert advice, strategic orientation, oversight and facilitation of the national chapter of the cross-regional activities. The Marine Fisheries PE/ Work Plan will provide adequate financial support for organising regular NFP meetings. The following is a synoptic view of the major work plans of the E€OFISH programme (Fig 22)

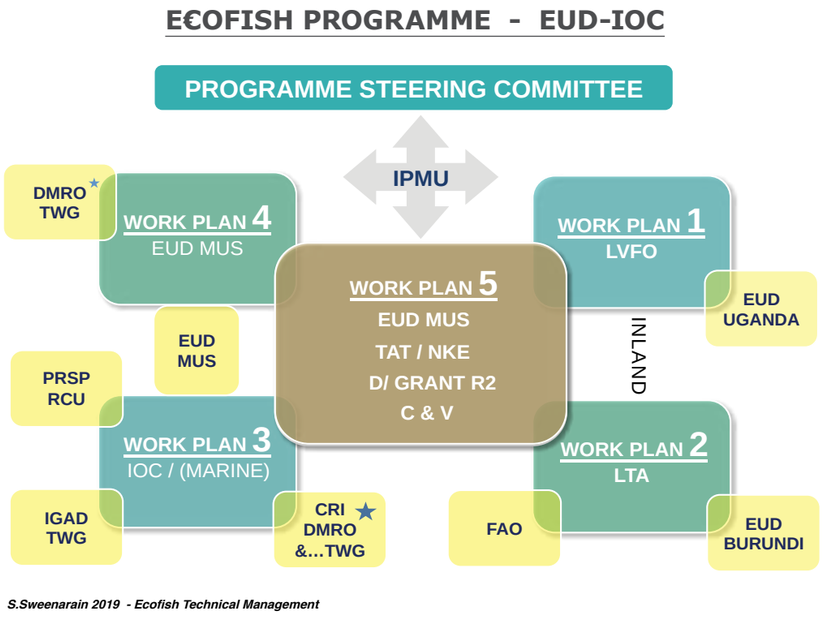


Fig 22: E€OFISH Programme

3.5 E€OFISH PROGRAMME STEERING COMMITTEES (PSC)

The objectives and memberships of the PSC for the E€OFISH programme are defined in its approved Financial Agreement and are underlined in the proceedings of the 1st High-level Technical Meeting held on 14-15 November 2018 in Dar Es Salam, Tanzania.

So far, most of the regional programmes do not have a documented framework or guidelines for running their Steering Committees and this initiative is an attempt to provide some consistency to the E€OFISH Programme Governance. This is mandatory for a complex and multi-faceted programme like E€OFISH. The framework is destined to all the semi-direct and indirectly managed Programme Estimates (PE) and Work Plan (WP) of the E€OFISH Programme which are bound to have a Steering Committee. It should be considered as an adaptive tool that can be reviewed/updated regularly to fit the context.

However, the context of the IOC PE and WP is slightly different from the LVFO and LTA because it is not limited to the IOC constituency, but caters also for the other beneficiary coastal countries of the SWIO basin and the Horn of Africa. The dedicated Sub-Regional Technical Working Group will be established by the IGAD that would also be linked to ***the IOC Steering Committee***. Alongside the projected ***Sub-Regional Steering Committee*** for IOC-Marine Fisheries WP***,*** the PE is also responsible for the Programme Integration Management, including the organisation of the ***Regional (Apex) Steering Committee***.

The IOC may also see the opportunity of establishing another Sub-Regional Technical Working Group to work closely with its member states and to provide due care to the extra-budgetary support of La Reunion/ France through the EURDF/INTERREG. The proposed organisational architecture aims at connecting all beneficiary countries of the Marine Fisheries Work Plan. ***Nobody is left behind.***

In a nutshell, the E€OFISH Programme would be governed by a Regional or Apex Steering Committee and 3 Sub-regional Steering Committees – LTA, LVFO and IOC Marine Fisheries. It is understood that the Regional Steering Committees will have a broader mandate to oversee the entire programme, including Result 3 as well as the cross-cutting components.

E€OFISH IPMU ORGANISATIONAL CHART

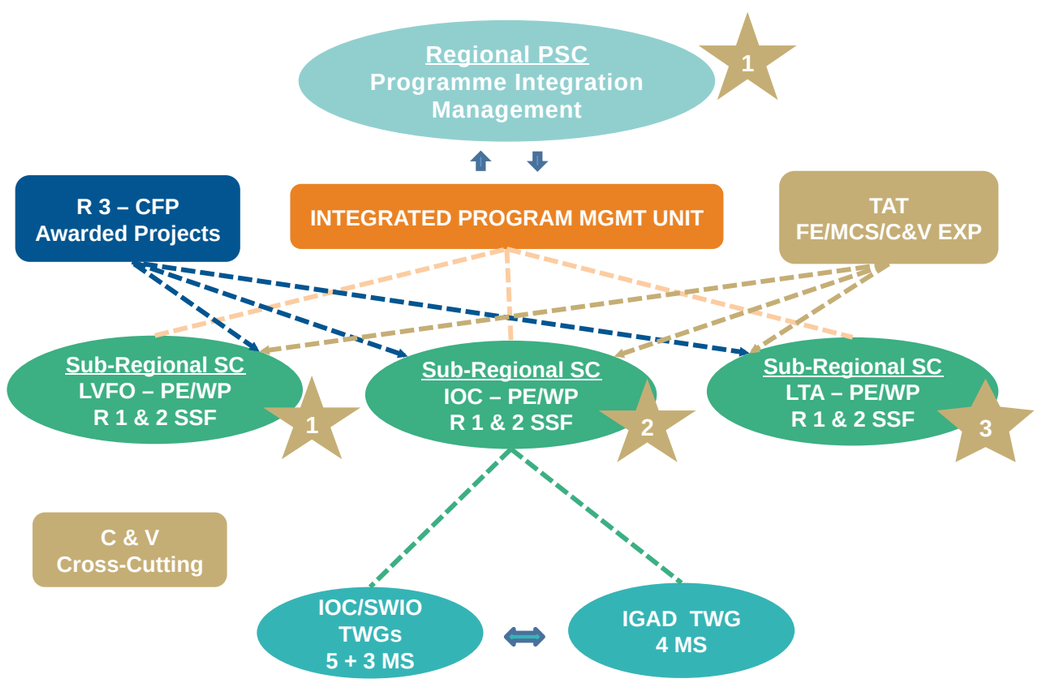


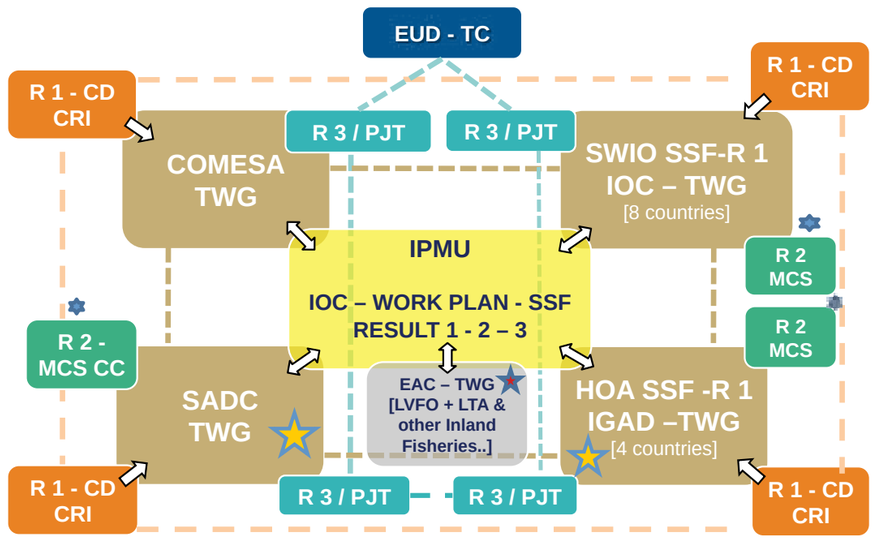
Fig 23: E€OFISH Programme (SC)

3.6 SUB-REGIONAL TECHNICAL WORKING GROUPS

The E€OFISH Programme has evolved from the SmartFish in the sense that the 5 DMRO are no more passive beneficiaries, but proactive facilitators and implementers of the regional strategic policies and tools in the fisheries sector. As frontline beneficiaries, the DMRO are seen as a conveyor-belt between the E€OFISH programme and the beneficiary countries of their respective constituency. It is assumed that the challenges related to the existing overlapping membership between the DMRO can be resolved on the ground through mutual understanding and effective communication. The E€OFISH Programme intends to place them in the driving seat to mastermind the marine small-scale fisheries as a growth engine for the desired socio-economic transformation of the EA-SA-IO region. Given that EAC is not directly involved in the marine fisheries, an analogous arrangement will be made to connect the LVFO and LTA for sharing learning investments with the other shared inland water bodies of the Eastern and Southern African Region. The dedicated SR-TWG – Inland Fisheries will be developed in collaboration with the relevant stakeholders soon.

Therefore, a SR-TWG will set up as a special vehicle by the four (4) DMRO involved in the Marine Fisheries - COMESA, IGAD, IOC and SADC – to empower them for the coordination of the E€OFISH activities. These sub-regional forums will be led by the Fisheries Expert or Focal Point of the DMRO in collaboration with the Programme Technical Coordinator. It will band a representative of the parent Ministry, Fisheries Research Institutes, development partners and donor agencies. In a nutshell, it will be responsible for the strategic planning of the sub-regional chapter of the E€OFISH cross-regional projects and for consolidating the linkages with Result 2 and 3 as well as the cross-cutting components. The organisation of the SR-TWG meeting will be financed by the IOC - PE / WP and facilitated by the IPMU. The following chart provides an overview of the different components of the E€OFISH programme, the IPMU and the SR-TWG as a special vehicle.

E€OFISH INTEGRATION MGMT - RESULT 1, 2 & 3



S.Sweenarain, 2019

Fig 24: E€OFISH components

The SR-TWG is expected to enhance effective collaboration with the relevant Ministries and competent agencies at the national level. It will also contribute to remedying the inefficiencies and cross-communication associated with the current overlapping memberships among the DMRO. The programme will refrain from dealing directly with the beneficiary countries as it will undermine the projected regional value-added. Each DMRO will submit a consolidated report on their respective SR-TWG at the Regional Steering Committee Meeting. The SR-TWG will meet at least 3 times per year. The organisation of these meetings will be financially supported by the Marine Fisheries PE. A representative of the IPMU and the EUD of Mauritius may also participate in these meetings. The organisational web of the IOC Marine fisheries PE / Work Plan is summarised in the following chart, Fig 25).

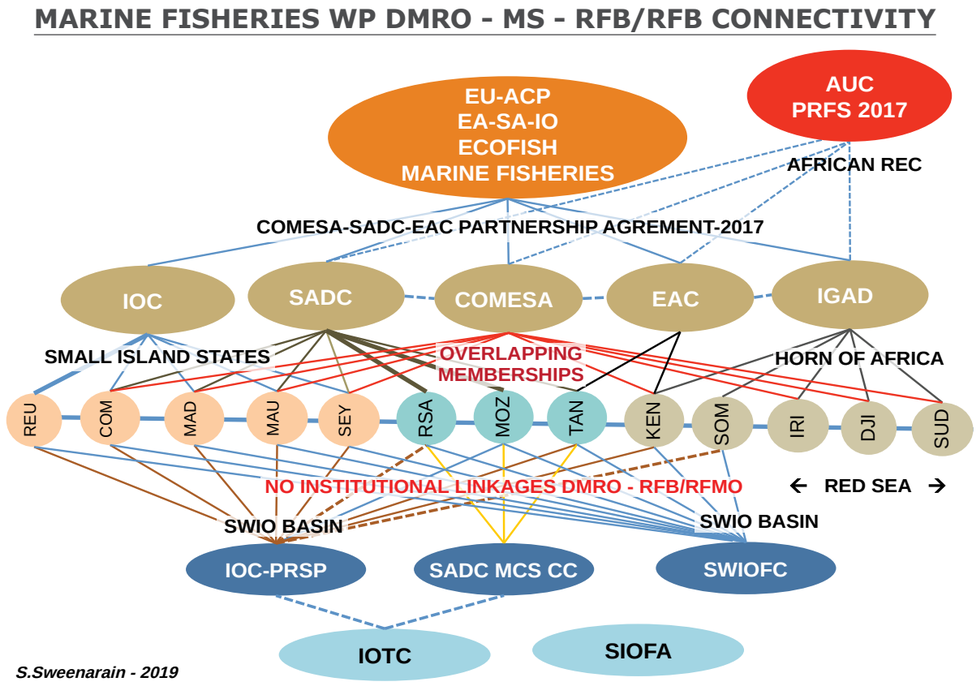
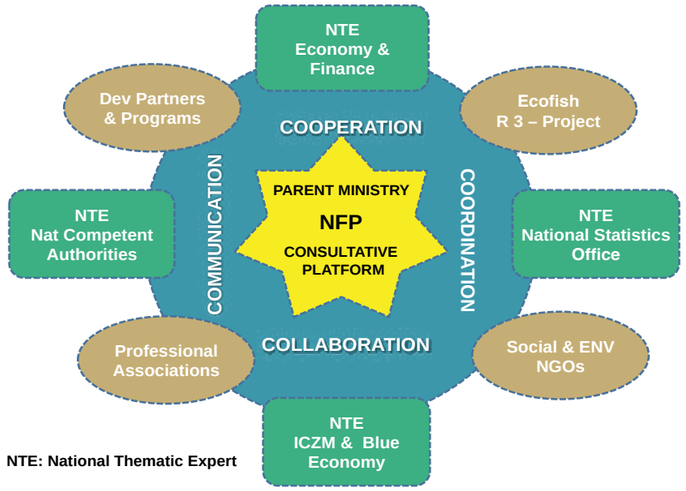


Fig 25: IOC Marine fisheries PE / Work Plan

3.7 NATIONAL FOCAL POINT - MARINE FISHERIES WORK PLAN

it is important for the Marine Fisheries Work Plan to arrange for ***a National Focal Point*** in the beneficiary countries. The concept has been discussed in Section 3.0. The concept will have almost the same functionality of a mini Sub-Regional Technical Working Group which is placed under the leadership of a representative of the parent Ministry. It will comprise 3 to 5 delegates from relevant public agencies and competent authorities, Science and Research and Non-State Actors. The conceptual framework of the NFP and an exhibition of the beneficiary countries of the IOC Marine Fisheries PE/ Work Plan are presented in Fig 26 & 27.



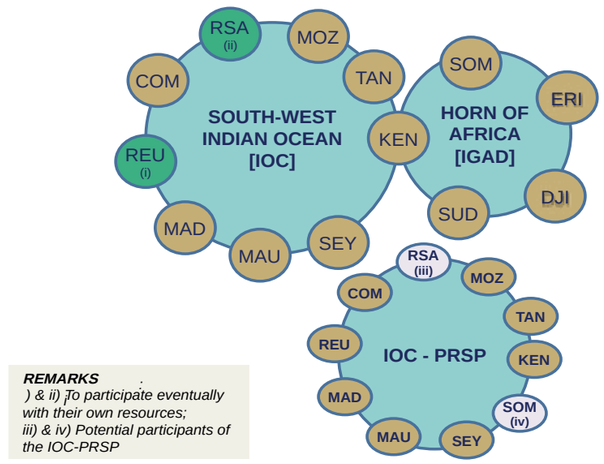


Fig 26 & 27 : Conceptual framework (Marine fisheries PE / Work Plan)

3.8 CONCLUSION AND WAY FORWARD

In keeping with the foregoing narratives, it is advisable to complete the missing segments of the E€OFISH Governance Pyramid to ensure the programme sustainability and effectiveness with regards to the intended interventions, Business Unusual. The DMRO are assumed to play a more strategic/proactive role in the regional economic integration of the fisheries sector. Without it, the programme will be forced to work directly with the beneficiary countries, but this will defeat the modus operandi of the cross-regional mandate of the E€OFISH Programme which is to capitalise

the value-added of regional cooperation. The IPMU is fully geared to take up the challenge on the side of the DMRO. They will be assisted in operationalising the contemplated Sub-Regional and National Governance mechanisms. This is a unique opportunity for the DMRO to iron out the potential overlapping memberships, duplication of efforts and cross-communication. These issues will soon become irrelevant after the consolidation of a regional fisheries strategy and business plan along with a few fisheries' economic tools.

Result 1 of the IOC- Work Plan has a window time of about 45 days from now to complete its governance architecture to kickstart the implementation of its interventions effectively. While there is no issue about the organisation of the Regional and Sub-Regional Steering Committee, it is important to adopt a framework to transform the black-box into a glass-box, in other words, all stakeholders are aware of the rules of the game. The proposed framework is a standard one which has been adapted to the idiosyncrasies of fisheries.

The Draft framework/guidelines for each of these governance vehicles are given in Annexes 1 - 4 for consultation and approval. The initiative is time-bound, and it is expected that the DMRO convey their feedback and/or approval urgently. Assistance will be provided by the IPMU to the DMRO and the beneficiary countries in the operationalisation of these mechanisms.

E€OFISH PROGRAMME - SYNOPSIS OF GOVERNANCE ARCHITECTURE

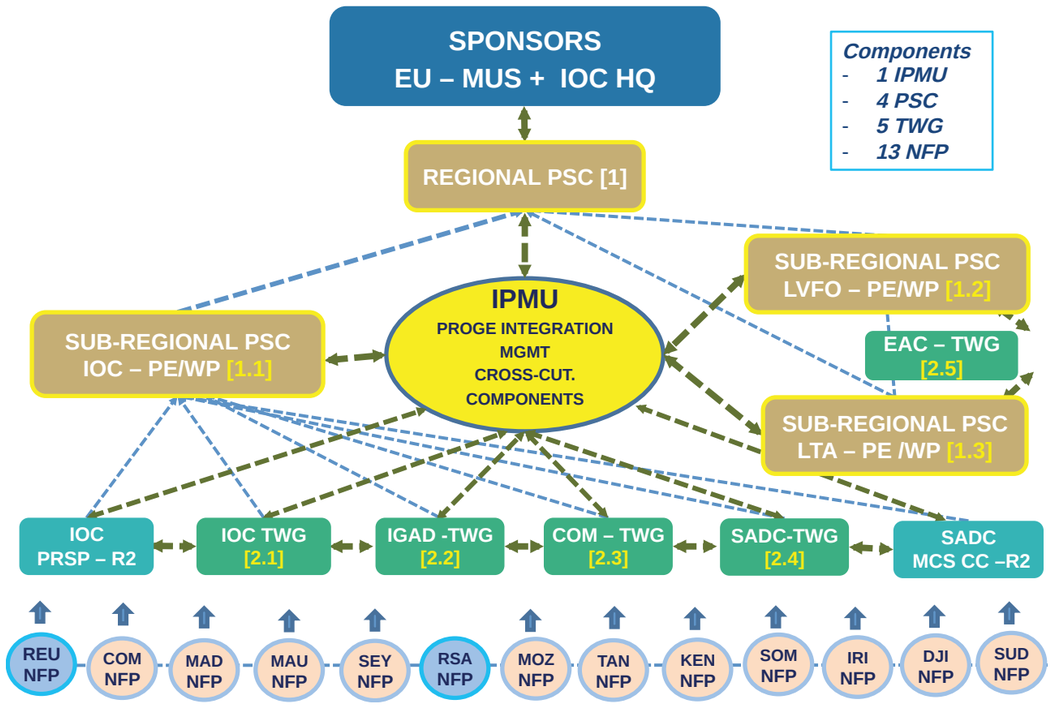


Fig 28: Synopsis of Governance Architecture

ANNEXE 1

E€OFISH PROGRAMME (APEX) STEERING COMMITEE FRAMEWORK

The E€OFISH Programme is a multi-faceted programme stretched over the EA-SA-IO region and requires a tailored governance architecture to implement its activities successfully. According to Article 2.4 of the Financial Agreement, the programme is managed by the EUD in collaboration with the IOC Secretariat and supervised by the Programme Steering Committees. Besides the overarching or Regional Programme Steering Committee that oversees the entire programme, each semi-directly or indirectly managed Programme Estimates and Work Plan has its own Steering Committee. In a nutshell, the E€OFISH Programme accommodates 4 Steering Committees (1 Regional and 3 Sub-Regional – LVFO, LTA and Marine Fisheries). The framework is developed to ensure consistency and uniformity in structural and functional features of the E€OFISH Steering Committees.

1. MANDATE

The mandate of the Steering Committee is derived from Article 2.4 of the approved Financial of the E€OFISH Programme dated 13th September 2018.

2. FUNCTIONS OF THE PROGRAMME STEERING COMMITTEE

Embedded into the principles of good governance, the functions of the Steering Committee include the followings:

i) To make strategic decisions regarding the prioritization of programme deliverables and approving interim outputs;

ii) To Review policy and strategic documents;

iii) Consider and approve annual work plans and budget;

iv) To monitor and assess the overall performance of the programme against the backdrop of its annual and strategic plans;

v) To co-opt experts and organisations into the Steering Committee on a case by case basis and according to need;

vi) To support resource mobilization and partnership as well as High-Level Political Dialogue

vii) To ensure compliance with the principles of good governance, including transparency, accountability and fairness;

3. MEMBERSHIP

Besides the Sponsors, i.e. the EUD of Mauritius and IOC, the membership shall be comprised of a representative of the following fisheries and fisheries-related organisations:

i) The Duly Mandated Regional Organisation (COMESA, EAC, IGAD, IOC and SADC)
ii) The Regional Fisheries Management Organisations (LVFO, LTA and IOTC) and Regional Fisheries Bodies (SWIOFC and SIOFA).
iii) Associated Regional Development and Partner Agencies (AU-IBAR, FAO and EFCA).
iv) The Regional Fisheries and Fisheries-related Programmes (WB's SWIOFish Project 1 & 2, SIDA/UNEP)
v) The Fisheries and Fisheries-related Non-Governmental Organisations (FPAOI, and BMU Networks)

4. OBSERVERS

A representative of the corresponding EU Delegation for the DMRO and the two Great Lakes (Victoria and Tanganyika); Development Partners, Research and Academia, international organisations or Media-related entities may participate in the meetings on the invitation as observers. Membership of observer organisations shall be for the period of two years and may be renewed. The observers shall not have voting rights.

5. TERMS OF MEMBERSHIP

Membership of the representatives of the ***regional economic and fisheries organisations*** shall be on a permanent basis. The Steering Committee retains the right to maintain a representative of any regional or international organisation based on benefits to the programme. Members of other regional organisations may be replaced based on the principle of equal opportunity for all organisations within the EA-SA-IO region.

6. ATTENDANCE

A member of the Steering Committee unable to attend a Steering Committee meeting may provide written notification by email to the Programme Coordinator nominating an alternate individual to participate in his /her place not later than two weeks before the next Steering Committee Meeting.

Should a member of the Steering Committee be unable to fulfil his/her term, his/her organisation must notify the Programme Coordinator no later than 30 days before the next Steering Committee Meeting.

The representative of Development Partners and Civil Society Organisations shall send a confirmation of their attendance to the Programme Coordinator not later than 30 days before the next Steering Committee.

7. QUORUM FOR THE MEETINGS

The quorum for the Steering Committee shall be two-thirds of its membership with a minimum representation of three Duly Mandated Regional Organisations.

8. RESPONSIBILITIES AND CONDUCT OF MEMBERS

The members of the Steering Committee are required to be up to date with the trends of sustainable fisheries and the Blue Economy Strategy of the EA-SA-IO region.

They are always also expected to study all documents related to their meetings and operations of the programme and thoroughly prepare for the meetings of the Steering Committee.

They should demonstrate their commitment to the success of the programme in empowering the beneficiary countries to unleash the full development potential of sustainable fisheries for achieving transformative growth and shared prosperity.

Members of the Steering Committee should uphold a high level of ethical and moral standard and act as champions for the programme's actions to progress sustainable and inclusive fisheries. They should respect the codes of confidentiality and privacy regarding the deliberations of the meeting.

9. CHAIRPERSONSHIP

The Chairpersonship of the Steering Committee shall be appointed from the five Duly Mandated Regional Organisations on the rotational basis for a maximum term of one year.

Except for the first PSC meeting, the Chairpersonship shall be selected by members of the Steering Committee at the first meeting and annually thereafter.

The IOC shall preside over the meeting of the inaugural Steering Committee and continue its chairpersonship until such time of the election of another chairperson.

10. RESPONSIBILITIES OF THE CHAIRPERSON

The overall responsibility of the chairperson will be to represent the Steering Committee, oversee and guide the deliberations of the meeting and to ensure that decisions taken are actionable and are in line with the objectives and guidelines of the Programme. She/he will work closely with the Technical Coordinator of the Programme.

11. SECRETARIAL SERVICES

The Programme Technical Coordinator will lead the Programme Management Unit staffs to

render secretariat services to the Steering Committee meeting. Secretariat services will include preparation of documents for the meetings, including invitations, agenda, minutes and other relevant documents.

The Secretariat will also follow up on assignments related to the work of the Steering Committee. It will also keep the chairperson updated on the pertinent matters.

12. DECISION MAKING PROCESS

The decision-making process of the Steering Committee shall be based on a no-objection basis. Decisions that cannot be reached by no-objection basis during Steering Committee Meetings shall be referred to the Chairperson. The latter shall develop a solution for a decision to be circulated to the Committee members through the Programme Technical Coordinator.

The Minutes of each meeting to Steering Committee Members shall be adopted during the session and distributed to the Steering Committee members within 7 working days.

13. HOSTING AND FREQUENCY AND DURATION OF MEETINGS

The Steering Committee shall convene at least (2) physical meeting for the first year and thereafter to meet annually as determined by the Chairperson. The Steering Committee will also have the liberty to call for extra-ordinary meetings based on the needs and availability of resources.

Due to cost implications, the Steering Committee shall endeavour as much as possible to hold their meetings on the margin of other big fora and/or resort to virtual meetings especially those related to consultations.

The duration of Steering Committee Meeting will be two consecutive days.

The date, time and venue for meetings of the Steering Committee shall be agreed upon by members and documented in the minutes of the meetings accordingly.

The first meeting of the Steering Committee shall be held in Nairobi, Kenya. Thereafter, meetings may be hosted on a rotational basis among the DMRO, as may be determined by the first Steering Committee.

14. FUNDING AND PARTICIPATION

The E€OFISH Programme under the IOC – PE shall support the participation of the Duly Mandated Regional Economic and fisheries Organisation (DMRO, RFMO and RFB) and AU-IBAR.

Other members of the Steering Committee are encouraged to finance their participation at the meetings. All other members of the Steering Committee including co-opted ones shall be expected to support their own participation unless the Chairperson of the Steering Committee makes exceptions based on need.

15. REPORTING

The Steering Committee shall report to the European Delegation of Mauritius and the Duly Mandated Regional Organisation through the IOC Secretariat.

16. LANGUAGE

English and French will be the working language of the Committee.

17. REVISION OF TERMS OF REFERENCE

The Steering Committee may revise its terms of references as and when necessary.

ANNEXE 2

MARINE FISHERIES PE STEERING COMMITTEE FRAMEWORK

1. MANDATE

The mandate of the IOC PE / Work (Sub-Regional) Steering Committee is derived from Article 2.4 of E€OFISH Financial Agreement. Its primary objective is to assist in strategic planning and to oversee the implementation of the programme activities of Result 1 and 2, including the sub-regional chapter of several cross-regional strategic projects such as the setting up of a ***Blue Economy Statistical System***, ***Fisheries Management Information System***, the mainstreaming of the ***FAO Blue Growth Initiative*** into the Marine Small-Scale Fisheries Strategy and the ***Sustainable Modernisation of the coastal tuna value chains*** and so on.

2. FUNCTIONS OF THE IOC PE / WORK PLAN STEERING COMMITTEE

The main functions of the RTC are as follows:

i) To assist in the strategic planning and budgeting of specific activities;

ii) To contribute to the formulation of the Concept Note and Terms of Reference of Technical studies and background paper and Agenda of regional meetings and workshops;

iii) To facilitate the technical coordination and monitoring during the implementation of the interventions;

iv) To anticipate prioritised capacity needs and constraints, including human resources development to sustain the projects;

v) To track progress/performance against the expected outcomes/deliverables.

vi) To review periodic reports to be presented at the PSC meetings.

viii) To perform any other contingent tasks for the attainment of the programme objectives

3. MEMBERSHIP

Besides a representative of the sponsors, i.e. the EUD of Mauritius and the IOC and the IPMU staffs, the membership of the SR-PSC is extended to up to ***two representatives of the National Focal Point (NFP)*** per beneficiary country.

The SR-PSC may also include a representative of the DMRO and its TWG, RFB and partners implicated in the implementation of the regional interventions.

4. OBSERVERS / CONTRIBUTORS

It encompasses External experts and Consultants; representatives of Donor Agencies and Programmes; Non-State Actors, including Fisher Associations, Social and Environmental NGOs, the media and so on.

5. TERMS OF MEMBERSHIP

The Membership of two representatives on the National Technical Working Group, including one from the parent Ministry, shall be on a permanent basis. The SR-PSC retains the right to maintain a representative of the other DMRO, RFB, a Regional or International Organisation based on benefits to the programme. Members of the related SR-TWG will be encouraged to participate on a rotational basis and representatives of other regional organisation may be invited based on the principle of equal opportunity.

6. ATTENDANCE

A member of the SR-PSC unable to attend a scheduled meeting may inform the Programme Coordinator nominating an alternate person to be present in his or her place not later than one month before the meeting.

Should a member of the SR-PSC unable to fulfil his/her term, his or her organisation must notify the Programme Coordinator no later than 30 days before the meeting. The representatives of the regional organisations shall send a confirmation of their attendance to the Programme Coordinator not later than 30 days before the meeting.

7. QUORUM FOR THE MEETINGS

The quorum for the RTC shall be two-thirds of its membership with a minimum representation of five beneficiary countries.

8. RESPONSIBILITIES AND CAPABILITIES OF MEMBERS

The members of the RTC are required to be well-versed in the integrative approach of sustainable management of the marine fisheries and environments as well as the emerging Blue Economy Strategy.

They are supposed to be well-informed about the programme, including all technical documents and thoroughly prepared for the meetings. They will be called upon to present a concise national status report on the programme activities.

They should demonstrate their commitment to the success of the programme actions at the national level to entrench the transformative changes towards sustainable fisheries, environmental stewardship and social equity.

Members of the SR-PSC should ensure technical mastery and leadership along with a high level of ethical and moral standard to act as the national champion of the regional projects. They should abide by the codes of confidentiality and professionalism regarding the deliberations of the meeting.

9. CHAIRMANSHIP

The Chairperson and Vice-Chairperson of the SR-PSC shall be drawn from the representative of the beneficiary countries for a term of one year on a rotational basis. They will be selected by the members of the SR-PSC at the first meeting and annually thereafter.

The Programme Technical Coordinator shall preside over the meeting of the inaugural SR-PSC until such time the chairperson and Vice-Chairperson are elected.

10. RESPONSIBILITIES OF THE CHAIRPERSON AND VICE-CHAIRPERSON

The overall responsibility of the Chairperson and Vice-Chairperson are to represent the SR-PSC and to facilitate its deliberations.

They also ensure that the projects/activities of the programme are implemented in accordance with the mandatory objectives and guidelines.

They will work closely with the Programme Technical Coordinator and the IPMU to thrive the strategic projects.

11. SECRETARIAL SERVICES

The IPMU staffs will provide secretariat services to the SR-PSC. Secretariat services will include preparation of documents for the meetings, including invitations, agenda, minutes and other relevant documents. The SR-PSC will appoint its own rapporteurs to record the proceedings of its meetings.

12. DECISION MAKING PROCESS

The decision-making process of the SR-PSC shall be based on a no-objection basis. Decisions that cannot be reached by no-objection basis during the Meetings shall be referred to the Chairperson. The latter shall develop a solution for the decision in collaboration with the Programme Technical Coordinator, to be communicated to the SR-PSC members.

The Minutes of each meeting of the SR-PSC shall be adopted by the members during the session and circulated to them and the Programme Technical Coordinator within 7 working days.

13. HOSTING AND FREQUENCY AND DURATION OF MEETINGS

The SR-PSC shall convene at least 2 physical meetings per year in consultation with the Programme Technical Coordinator. The SR-PSC may also call for extra-ordinary meetings based on the needs and availability of resources.

Due to cost implications, the RTC shall endeavour as much as possible to hold their meetings on the margin of other big fora and explore the possibility of holding virtual meetings, especially for consultations.

The duration of Steering Committee Meeting will be two consecutive days.

The date, time and venue for meetings of the SR-PSC shall be agreed upon by members in consultation with the Programme Technical Coordinator and recorded in the minutes of the meetings accordingly.

The first meeting of the SR-PSC shall be hosted at IOC Secretariat in Mauritius. Thereafter, meetings may be organised in any beneficiary countries on a rotational basis.

14. FUNDING AND PARTICIPATION

The E€OFISH IOC PE shall support the organisation of the SR-PSC meetings. However, the members are encouraged to use other sources of funding, if available, to finance their participation.

All other members of the SR-PSC, including co-opted ones, shall be expected to support their own participation unless the Programme Technical Coordinator makes exceptions based on need. Innovative ways of funding the participation of members of the SR-PSC will be explored by the IPMU in view to sustain it beyond the lifespan of the programme.

15. REPORTING

The SR-PSC shall report to the IPMU through the Programme Technical Coordinator and the Regional Programme Steering Committee.

16. LANGUAGE

The meetings will be conducted in English and French with the help of oral interpreters. Alternate options will be explored in consultation with the members to avoid simultaneous translation, if feasible, to cut costs.

17. REVISION OF FRAMEWORK

The Terms of Reference are considered as a living document and may be revised by the Technical Committee as and when necessary.

ANNEXE 3

FRAMEWORK FOR THE REGIONAL TECHNICAL WORKING GROUPS

1. OBJECTIVES

The DMRO are not simply beneficiaries of the E€OFISH Programme but are implementers of various regional fisheries strategic projects. The E€OFISH has in fact, a unique opportunity for capacitating the DMRO's with appropriate strategic policies and tools to promoting sustainable, inclusive and climate-smart marine small-scale fisheries as a growth engine. The Sub-Regional Technical Working Groups (SR-TWG) are instrumentalised to support the four DMRO, COMESA, IGAD, IOC and SADC involved in the Marine Fisheries to provide a multidisciplinary platform for the strategic orientation and coordination of the implementation of the activities under Result 1 and 2. It will also offer expert advice to the sub-regional chapter of the cross-regional strategic projects and monitoring of Result 3 awarded projects in their respective constituency. The forum will encourage the exchange of lessons learned and best practices within the sub-region. The active participation of the key stakeholders in the SR-TWG can be considered as an indicator for their ownership of the E€OFISH Programme.

2. ACTIVITIES

The main functions of the TWG are as follows:

i) To assist in the strategic planning and budgeting of regional projects/activities.

ii) To provide inputs for the formulation of Concept Note and Terms of Reference for Technical studies, background paper and Agenda of regional meetings and workshops;

iii) To facilitate technical coordination and monitoring during the implementation of the regional interventions;

iv) To assess the prioritised capacity needs and constraints, including human resources development to sustain the regional projects/activities;

v) To track progress/performance of the interventions against the expected outcomes / deliverables.

vi) To encourage effective communication and coordination (interaction, dialogue and discussion between the programme and national stakeholders.

viii) To assist in the monitoring of the performance of the awarded project of Result 3 in collaboration with the corresponding EU of the constituency.

3. MEMBERSHIP

The SR-TWG is understood as a multidisciplinary forum comprising of 5 to 7 members, including relevant thematic experts based the DMRO, a representative of the EUD, Fisheries Research Institutes, Social and Environmental NGO. Fishers Organisation.

Members or participants such as external experts/consultants, representatives of donor agencies and programmes may be part of the Group upon acceptance of existing TWG membership. The meeting will be by invitation only.

4. MEETINGS

Generally, the meetings are expected to include all members, but any thematic sub-group can meet among themselves as required and share the deliberations with the other members.

Notes of Meeting will be prepared after discussion and enough time given for members to share such documents with their stakeholders as well as the IPMU and other analogous SR-TWG of the programme.

The meeting will be scheduled every two months, but a special meeting or sub-group meeting may be organised in consultation with the other members.

The SR-TWG meeting will take place at the DMRO Secretariat.

The SR-TWG shall report to IPMU and SR-PSC through the DMRO.

5. RESPONSIBILITIES AND CAPABILITIES OF MEMBERS

The members of the TWG are required to be well-versed in the integrative approach of sustainable management of the marine fisheries and environments as well as the emerging Blue Economy Strategy. They are expected to be engaged and devote adequate time to the programme activities.

They are called upon to provide their expert advice and inputs to the intended regional projects/activities while acknowledging that the final decisions will rest with the national agencies.

Members are required to ensure a high level of ethical and moral standard. They should abide by the codes of confidentiality and professionalism regarding the deliberations of the meeting. Members are supposed to engage constructively with one another and articulate any difference with clarity.

6. LEADERSHIP / CHAIRPERSON

The Fisheries Expert / Focal Point of the DMRO will act as the Convener of the TWG meetings. Each meeting will appoint its chairperson and rapporteur.

The overall responsibility of the chairperson of the TWG is to ensure that the projects are on track and to guide the deliberations of the meeting.

7. FUNDING AND PARTICIPATION

The members of the TWG will not be remunerated. The cost associated with the organisation the meetings will be borne by the IOC PE.

The co-opted members of TWG are expected to bear the cost of their participation in the meetings.

8. LANGUAGE

The official language of the TWG is English or French. No simultaneous translation services will be provided to these meetings. Members may assist as required.

9. DURATION

The SR-TWG is expected to be operational as from 1st March 2020 and will last until the completion of the E€OFISH Programme.

10. REVISION OF TERMS OF REFERENCE

The framework or guideline of the TWG may be revised as necessary by its members.

CHAPTER 4

E€OFISH INTEGRATED PROGAMME MANAGEMENT UNIT

CHAPTER 4

E€OFISH INTEGRATED PROGRAMME MANAGEMENT UNIT

4.1 INTRODUCTION

This memorandum proposes a concise framework for the Integrated Programme Management Unit (IPMU) of E€OFISH Programme. It is inspired by the guidelines of the approved Financial Agreement dated 13th September 2018 as well as the historical organisational process assets of both the IOC Secretariat and the EUD of Mauritius in the management of complex regional programmes under the 11th EDF. The E€OFISH Programme is multi-faceted and regionally stretched endeavour for enhancing the sustainable, inclusive and climate-smart management of shared marine and inland fisheries in the EA-SA-IO region. It is implemented through a series of directly, semi-directly and indirectly managed work plans that involve many frontline economic and fisheries organisations and development partners. The entry points for the implementation of the planned interventions are mainly at 3 levels, cross-regional, i.e. regional, sub-regional and national. For instance, the E€OFISH Marine Fisheries (both small-scale and industrial) Work Plan is directly related to four (4) DMRO, three (3) RFB /RFMO and 12 island and coastal states of the Western Indian Ocean. This IOC Work Plan is embedded in the objectives of Result 1 and 2 which are mutually reinforcing on the ground by the flagships of Result 3.

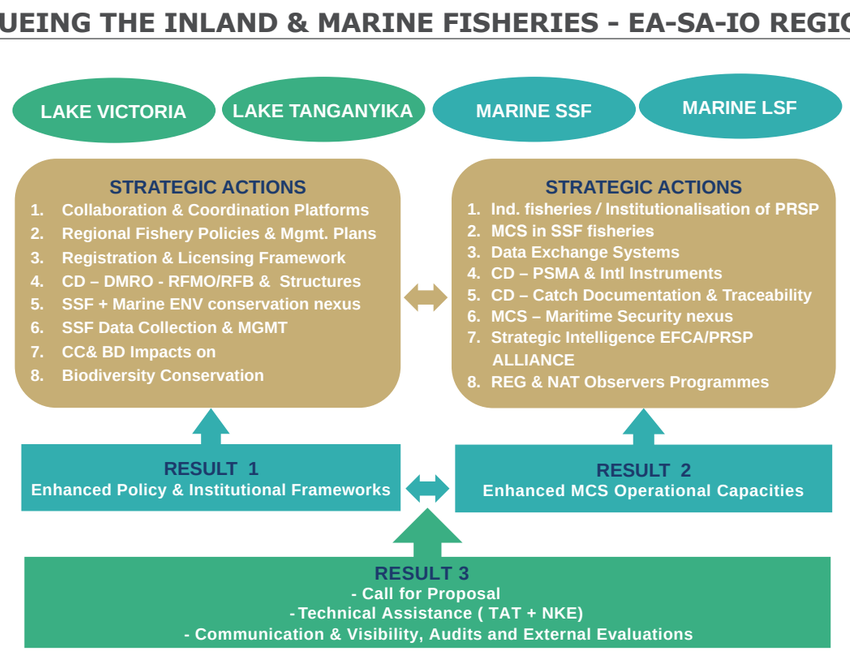


Fig 29: Synopsis of E€OFISH Programme

The maritime landscape of the EA-SA-IO also harbours a plethora of ongoing management/ development initiatives in the inshore and offshore fisheries and environment-related sectors that are important to the E€OFISH Programme. The unsustainability challenges in the regional fisheries sector are highly complex/ wicked and dynamic that cannot be addressed by a single programme alone. However, E€OFISH is bound to provoke a paradigm shift or a game-changing attitude for the desirable economic transformation of the strategic segments of the sector by ensuring internal and external synergies through effective collaboration and coordination with other donor agencies and programmes. Therefore, the significance of an efficient IPMU can hardly be overstated for enhancing the spin-off effects and compounded benefits of the programme. The scope of the integrated management of the E€OFISH Programme is summarized in the following charts.

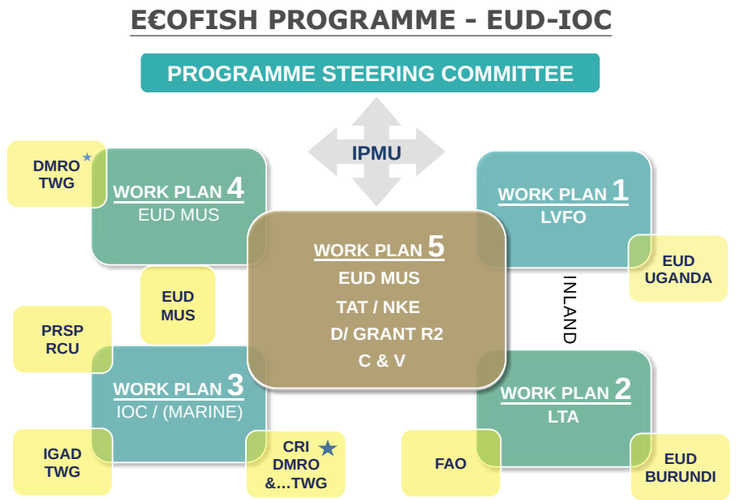


Figure 30 - Scope of E€OFISH Programme

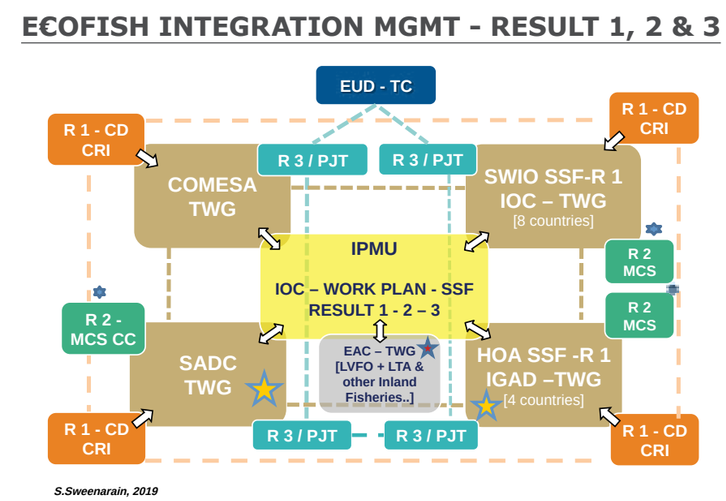


Figure 31 - E€OFISH Integration Management

4.2 CONCEPTUAL FRAMEWORK

The E€OFISH IPMU is based on a mixed matrix approach of project management which is a combination of external technical assistance and in-house functional services. In other words, the IPMU is not an autonomous or independent structure. In this case, the projectized component consists of the TAT and accessorily the NKE provided under the service contract. None the less important are the management and supervisory roles of the EUD of Mauritius as well as the administrative, financial and logistic services provided by the IOC Secretariat. In a nutshell, the financial and administrative rules and procedures of the 11th EDF are the mandatory guidelines for the management of the E€OFISH Programme and they are well documented.

E€OFISH IPMU ORGANISATIONAL CHART

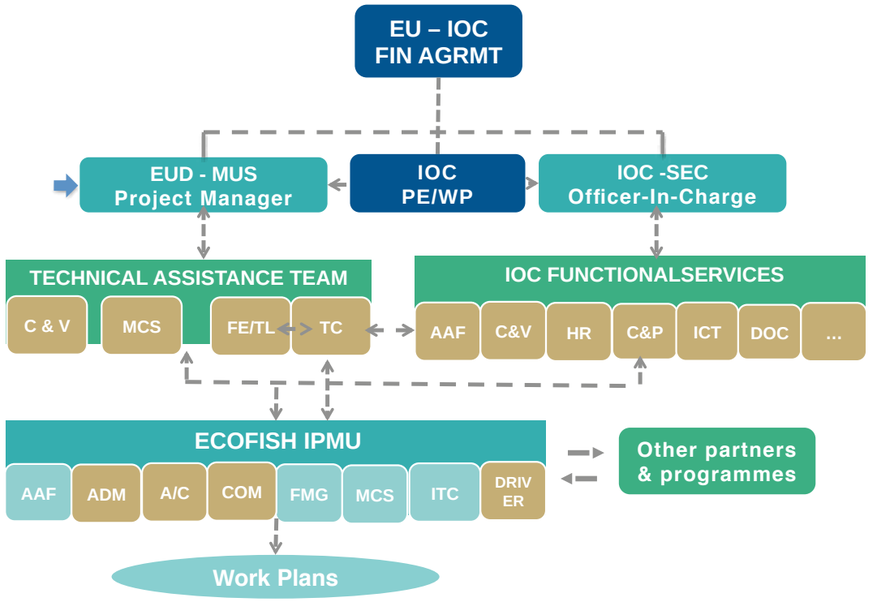


Fig 32: Organisational Chart IPMU

The mixed approach has its own advantages and inconveniences depending on its operational capabilities that need to be adapted proactively to ensure organisational efficiency in the implementation of the planned activities across the project cycle management.

4.3 IPMU STAFFS

The E€OFISH IPMU comprises the following technical and administrative staffs who are recruited by through the IOC – Marine Fisheries PE. They are as follows:

REGIONAL POSTS

i) One Administrative and Finance Specialist
ii) One Information and Communication Technology Specialist
iii) One Fisheries Management Specialist
iv) One Fisheries Monitoring, Control and Surveillance Specialist

LOCAL POSTS

i) One Administrative & Logistic Assistant
ii) One Accounting Assistant
iii) One Communication and Design Assistant
iv) One Driver

As at the end of February 2020, the final selection of the candidates has been completed, except for the post of Communication and Design Assistant. A technical glitch was found in the latter's TOR and it been re-launched after the necessary amendments. While the IOC Secretariat can proceed with the employment contract of the local staffs, it requires the prior approval of the IOC Permanent Liaison Officers for the technical posts. The employment contract will be for an initial period of two years, including a probation period of six months and is renewable. In keeping with the hiring procedures, it is presumed that the IPMU would be operational by mid-April 2020 with the arrival of the technical staffs. The Team Leader of the TAT would also be also responsible for the technical coordination of the programme, including the management of the IPMU staffs.

To cope with the increased workload of the programme at its cruising phase, it is anticipated to boost the project management staffs in the 2nd semester 2020 by hiring:

i) A home-based Regional Programme Liaison Officer for Eastern-Southern Africa to coordinate and support the African REC in the implementation of their prioritised activities

ii) A Programme Assistant at the IPMU to support the regional technical experts and the administrative-cum-logistic assistant to in the implementation and follow up of the field works.

4.4 OBJECTIVES AND ACTIVITIES

The IPMU is responsible for the overall coordination of the strategic orientation and the project management processes for the implementation of the programme activities which include the following:

i) To prepare the **annual work plan** in conformity with the approved strategic orientation of the Steering Committee and the guidance of the EUD of Mauritius and IOC Secretariat.

ii) To organise and provide **Secretariat support to the Programme Steering Committee,** the Sub-Regional Steering Committee & Technical Working Group meetings under the IOC Work Plan.

iii) To **coordinate and monitor the activities** described in the IOC Work Plan and report periodically to the EUD of Mauritius and the Steering Committee.

iv) To ensure **effective communication and networking** among the DMRO, RFB/RFMO, Development Partners and ongoing fisheries and fisheries-related programmes.

v) To contribute to the drafting of the **Terms of Reference for STE** and the procurement contracts and to supervise deliverables of consultants and contractors;

vi) To coordinate and oversee the preparation of **mandatory administrative and financial reports**;

vii) To oversee the **collection and dissemination of information** on policy, scientific, economic, technical and social matters related to the programme.

viii) To support **awareness-raising, cultural development. Social innovation** and stakeholder engagement activities for the successful implementation of the programme;

ix To assist in the delivery of training courses and human capacity development;

x) To lead the process of developing integrated and **simplified results tracking and reporting tools** to ensure effective communication with the key stakeholders

4.5 DEDICATED PROJECT MANAGEMENT TOOLS AND PROCESSES

Over and above the IOC conventional project management processes, the IPMU will deploy a set of appropriate tools and technique to enhance the earned value/effectiveness of the programme activities. They include the followings:

i) A **quarterly work plan** for the implementation of the IOC PE – Result 1 and 2, including backstopping activities related to Result 3 and the cross-cutting activities such as Communication and Visibility. The instrument will also be used as a monitoring device to assess the performance of the activities against the initial milestones and deliverables.

ii) A **Programme Monitoring Meeting** will be organised on a monthly basis at the IPMU (except when it coincides with the trimester Programme Management Committee Meeting. It is conceived as a platform for the tracking the works-in-progress, change management, sharing lessons learned and most importantly, enhancing synergies between administrative and technical staffs and most importantly, build team spirit.

iii) Every strategic Action the programme is considered as a project of its own that triggers the formulation of an adequate **Concept Note**. This instrument consists of a concise situational (Stakeholders & Problems) analysis, needs and gaps/barriers and constraints, Proposed Theory of Change / Intervention Logics (Inputs – Process- Output Matrix), Assumptions & Risks, Exit Strategy, Schedule and Final Deliverables. It will provide the basic baseline and end-line indicators to help in the Monitoring & Evaluation of the project. The relevant stakeholders have to be involved in the process.

iv) Against the backdrop of the Concept Note or Fact Sheet, the **Terms of Reference** for hiring the STE, organisation of relevant meetings and workshops as well the procurement of equipment and other services will be drawn. Additional consultation may be required prior to finalising these instruments. As a basic rule, every STE must include a **concise Inception Report**, including a table of Content of the Final Report and **an Executive Summary or Policy Brief**.

iv) **Mission Orders and Mission Reports** (Back-to-Office Reports) are management tools for assessing the performance of the programme. The TAT and IPMU staffs will be required to abide by the established rules for their missions. The principle of complementary among the technical experts/staffs will be observed to avoid multiple or duplication of missions as much as possible.

iv) **Monthly Timesheet** of the TAT and IPMU technical staffs will be filled in such a way that their daily activities can be tracked easily against the Log Frame of the Work Plan.

vi) A **fast-Track mode** will be applied for specific or high-profile activities in case of urgency and to cope with a tide schedule.

vii) Harvesting of **lessons learned and best practice** is not an after-thought at the closure of a project or programme but a process which in-built in the change management or intended or unintended deviations from the initial plan. The project implementers are required to document and discuss them at the IPMU meetings and in their reports.

viii) **Internal Monitoring and Evaluation** is an integral part of the project management process from start-to-finish. To operationalise the process in a data-scarce environment, the emphasis is to be laid on defining the Baseline and Intermediate Output Indicators and Milestones leading to the Intended verified deliverables.

4.6 ROLE OF THE TECHNICAL COORDINATOR

The IPMU will be led by the Technical Coordinator[14] in collaboration with the representative of the sponsors, i.e. the EUD of Mauritius and the IOC as well as the Duly Mandated Regional Economic and Fisheries Organisations and development partners. The Team Leader of the TAT will also be responsible for the technical coordination of the IPMU. The role and attributes of the Programme Coordinator entail the followings:

i) Ensure leadership, teamwork, and technical oversight of the Programme activities
ii) Collaboration and Cooperation with external development agencies and programmes
iii) Effective technical Monitoring & Reporting systems at various levels
iv) Organisation of the Programme Steering Committee meetings
v) Strategic planning, policy and technical advice
vi) Cross-regional and regional coordination, partnership and networking
vii) Resource person for the various Technical Committee and Working Groups.

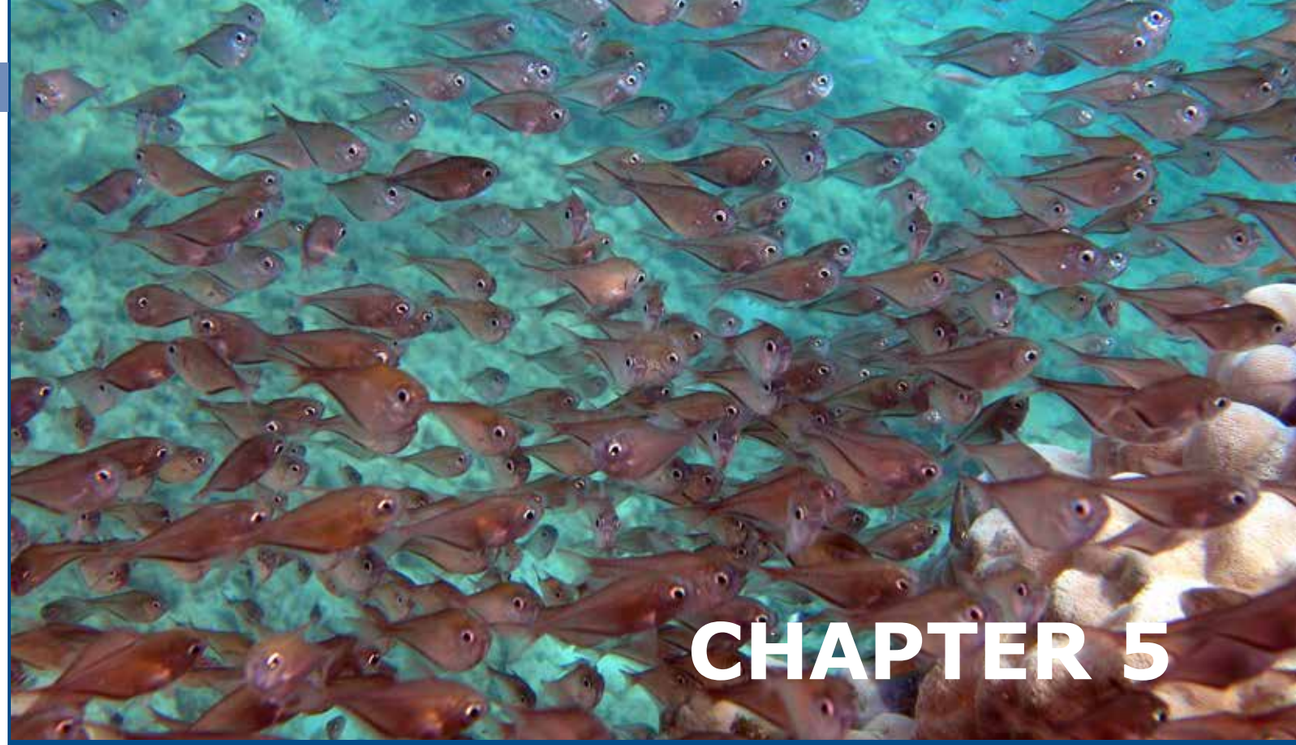
4.7 CONCLUSION & WAY FORWARD

Besides project management processes of the Marine Fisheries PE / WP, the IPMU is also responsible for effective coordination of the different work plans of the programme, i.e. the programme integration management. It entails the preparation of regular (bi-annual) and final reports in a timely and accurate manner.

14 In general, a project coordinator's work consists of assisting the projects administrative and technical staffs with the coordination of resources, equipment, meetings, and information with the objective of the getting the planned interventions completed on schedule, within budget and quality standards.

The above is an attempt to outline the framework and guidelines for the operationalisation of the E€OFISH IPMU. It may be used as a model for LVFO and LTA.

The IPMU should be seen as an integrative platform for effective coordination and communication between the different stakeholders of the programme. It can be reviewed constantly to cope with the dynamics of the programme environments.



CHAPTER 5

E€OFISH MARINE FISHERIES WORK PLAN

CHAPTER 5

E€OFISH MARINE FISHERIES WORK PLAN

5.1 INTRODUCTION

This chapter builds on the foregoing ones which examined the economics of the E€OFISH Programme and its socio-ecological ecosystems to formulate realistic and progressive annual work plans to roll out its strategic interventions. Against the backdrop of the political aspirations as well as the identified capacity needs and gaps, these work plans are framed to enhance the structural and functional capacities of the regional stakeholders for thriving ***more sustainable, inclusive and environment-friendly fisheries sector*** in the EA-SA-IO region. To kick-off the transformative process, it is imperative to boost the human capacity of the DMRO by providing them with a STE (about 60 working days over three calendar months) in fisheries economics and policy analysis. The latter will assist in the strategic planning of the prioritised activities under the leadership of the DMRO Fisheries Expert and the TAT.

E€OFISH is a multi-faceted programme which is composed of ***5 macro work plans*** that are coordinated by an Integrated Programme Management Unit. It is based on ***a decentralised and iterative concept*** of regional cooperation by enabling the up-stream stakeholders in leading their objectives. This is more telling for three sub-regional work plans namely, LTA, LVFO (inland fisheries) and IOC (marine fisheries) whereas the other two are cross-cutting. **These annual operational plans are built on the premises of policy analysis and consultation, capacity needs and gaps assessment and effective collaboration and partnership. Due emphasis is laid on the critical path in the implementation of the interventions.** This chapter presents the ***Inputs – Process – Output Matrix*** of the various work plans, including performance indicators, milestones, intermediate and final outputs. Acknowledging the fact that there is no reliable integrative project management tool to cope with the complexities and uncertainties of the fisheries sector, E€OFISH has cautiously proceeded by Result Area while being attentive to the linkages among them, the cross-cutting activities and the potential impact of externalities, both positive and negative.

The guiding principles for the formulation of the 1st Annual Plan are:

i) To understand the scope and features of the strategic actions and associated activities;
ii) First thing first - To prioritize the earmarked activity on need-based;
iii) To establish a critical path by sequencing those activities;
iv) To maximise the earned value or cost-effectiveness of the interventions by using regional expertise with international experience;
v) To engage beneficiaries and stakeholders from start-to-finish;
vi And to anticipate a realistic exit strategy.

5.2 IOC PE / WORK PLAN – YEAR 1

To recall, the IOC Work Plan represents 34% of the total budget. Apart from hosting the IPMU, it implements Result 1 and 2 for the ***marine fisheries of the EA-SA-IO*** region. Result 2 focuses on MCS

operations in the industrial fisheries through the aisle IOC PRSP and the small fisheries by collaborating directly with the partner states. Besides the strengthening of the operational capacities of the relevant regional economic (DMRO & Development Partners), regional fisheries organisations (RFB/RFMO) and national key stakeholders, Result 1 includes a variety of strategic interventions for the sustainability of the small-scale fisheries and coastal marine ecosystems and the setting up of essential fisheries-related economic tools and databases for informed policy-making and decision making at the regional and national levels. It is assumed that the above-mentioned regional organisations and participating states have understood the modus operandi of Result 1 and would collaborate effectively. The E€OFISH Programme is a Cross-Regional Initiative that should not be confused with the Regional and National Indicative Programmes of the 11th EDF. The Work Plan for Result 1 and 2 will be presented separately for the administrative purposes but these interventions are planned and implemented in a well-coordinated manner to capture the potential synergies. Note there will be overlap between the results.

5.2.1 IOC - 1st Year Work Plan - Result 1

The E€OFISH Programme will not implement routine or recurring activities without the possibility of ensuring a return on investment or earned value in the long run. Therefore, activities have been planned in a projectized approach whilst ensuring their sustainability through realistic capacity development and a proper Exit Strategy. The approved IOC PE and WP have incorporated judiciously the recommendations of the 1st E€OFISH Technical Meeting held on 15th November 2018 in Dar es Salam. In all, there is a consensus among the DMRO with respect to the proposed regional strategic interventions/projects of the Marine Fisheries Work Plan. The mutually prioritised actions of the DMRO for Year 1 are as follows:

i) A short-Term Expertise to support the DMRO Fisheries Expert/ Focal Points in the planning and implementation of the E€OFISH strategic activities.

ii) An assessment of **the capacity needs and gaps of the relevant DMRO** for the advancement of the sustainable management of the marine fisheries as a growth engine for contributing to the desired socioeconomic transformation of the EA-SA-IO region.

iii) To roll out the **prioritised fisheries techno-economic mechanisms** such as a regional observatory for assessing and monitoring of the socioeconomic impacts of the various pathways of climate change and biodiversity loss in the coastal marine fisheries and ecosystems; the setting up of a regional Blue Economy Statistical Database and a regional Fisheries Management Information System for informed policy and management decisions among others.

iv) Direct technical support to local stakeholders in thriving the community-based fisheries-cum-**coastal marine environment conservation management**.

v) The formulation of a regional strategy and business plan for the sustainable modernisation of the small-scale tuna value chains in the SWIO countries.

Among the strategic actions earmarked in the approved Marine Fisheries Work Plan, the following is a checklist of the prioritised interventions for the first year of operation as determined by the DMRO during their consultation with the FE/TL.

5.2.2 IGAD Prioritised Interventions

i) To undertake techno-economic research for the setting up a multi-faceted Regional Fisheries Body in the Horn of Africa under the institutional architecture of IGAD.

ii) To undertake preliminary studies for establishing a tailored regional MCS CC in the IGAD region for the exchange of strategic information with analogous regional mechanisms. (Result 2)

iii) To review and update the Regional Sustainable Fisheries Strategy 2016-2020 in the context of its regional Blue Economy strategy.

5.2.3 IOC Prioritised Interventions

i) To create a regional platform for coordinating the IOC fisheries and fisheries-related programmes, including SWIOFish I and II as well as FPAOI.

ii) To lead the process of the sustainable modernisation of the small-scale tuna fisheries value chains in the IOC member states that may be extended to ESA partner countries.

iii) To assist La Reunion/ France in the mobilisation of its own financial resources through FEDER/INTERREG and the French Development Agency to participate actively in the E€OFISH programme at the sub-regional level.

5.2.4 SADC Prioritised Interventions

i) To promote effective collaboration between the SADC MCS CC and IOC PRSP specifically regarding the exchange of strategic MCS information, capacity building and the formulation of a Regional MCS Strategy. (Mostly related to Result 2)

ii) To vulgarise the innovative concept of Trans-Frontier Marine Conservation Areas in the Western Indian Ocean through awareness building, advocacies and policy dialogues. (Result 1)

iii) To enable a regional platform for sharing of information, lessons learned and best practices in the sustainable management of shared inland fisheries to benefit the stakeholders of the Zambezi water bodies.

5.2.5 COMESA Prioritised Interventions

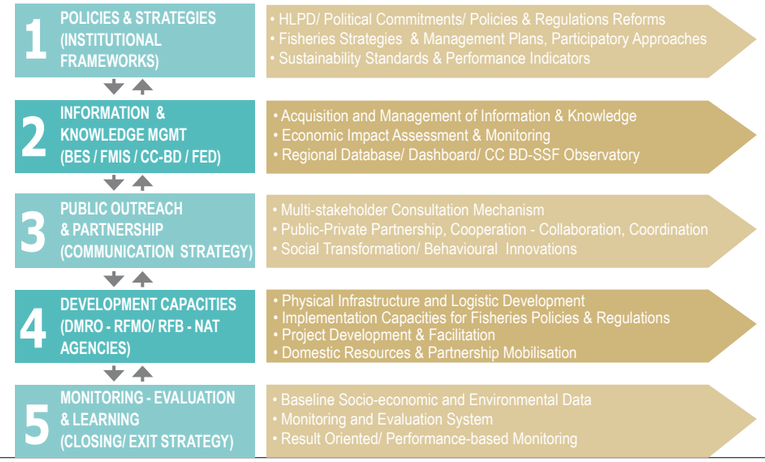
i) To promote a Regional Blue Economy Statistical Database

ii) To formulate a Regional Sustainable Marine Fisheries Strategy in collaboration with the other DMRO, RFB/RFMO and Development Partners

In a nutshell, during the first year of operation, the E€OFISH Programme will focus on enhancing the operational capacities of the DMRO to enable them to play a leading role in driving the sustainable, inclusive and climate-smart marine fisheries in the EA-SA-IO. This strategy is in line with the AU development policies and strategies, including Transforming Africa 2063; the AU Policy Frameworks and Reform Strategy 2017; the Africa Blue Economy Strategy 2020 and so on. The E€OFISH Programme is bound to empower the DMRO by streamlining their institutional and strategic relationship with the RFB/RFMO and partner countries.

The guiding principles for mainstreaming the fundamentals of sustainable development or Blueing the marine fisheries of the EA-SA-IO region are summarized in the chart below Fig 33. It encompasses the five overarching and integrative fundamentals: i) Policy and Institutional Reform, ii) Public Outreach & Participation, iii) Knowledge and Information Management, iv) Development Capacities and v) Monitoring, Evaluation and Learning.

SUSTAINABLE & INCLUSIVE SFF MANAGEMENT - THE FIVE FUNDAMENTALS



5.3 E€OFISH MARINE FISHERIES R1 CROSS-REGIONAL INTERVENTIONS

MARINE FISHERIES WP	DESCRIPTION OF THE CROSS REGIONAL ACTIVITY	STRATEGIC PLANNING
Result 1.1	Operationalization of a Regional Platform for the Coordination of Donor Agencies and Programme in the coastal marine fisheries and environmental management. To be launched by the IPMU with a feasible Exit Strategy.	To be implemented in collaboration with the DMRO, RFMO/RFB, MS and Development Partners (AU-IBAR) through an iterative web- based platform.
Result 1.2	Formulation of Regional Marine Small-Scale Fisheries Strategy and Business Plan for the EASA-IO Region. Led by COMESA with emphasis on economic cooperation.	To be performed through the DMRO. (IOC, IGAD & SADC), RFMO/ RFB, MS and Development Partners (AU- IBAR).
Result 1.2.2	Formulation of Regional Strategy and Business Plan for the sustainable modernization of the small-scale tuna fisheries value chains. Driven by the IOC/ IPMU ***Fig 33: Fundamentals of the SSF Management***	To be extended to the SWIO basin and in alignment with the IOTC resolutions. Cross-DMRO collaboration, MS and DEV. Partners.
Result 1.4	Formulation of a Capacity Development Strategy Framework and Action Plan in the short-Medium-long terms for the DMRO related to their political aspirations for the marine fisheries. To be initiated by the IPMU.	To be performed at the DMRO (sub regional) level and consolidated at EA-SA-IO/regional level in collaboration with MS and Development Partners.
Result 1.4.4	Design & Development of a tailor-made Regional Fisheries Body for the inland and marine fisheries of the countries of the Horn of Africa in the context of its sub-regional BE Strategy. Led by IGAD/ IPMU	To be undertaken by IGAD in collaboration with its MS and other RECs and Development Partners (FAO, ADB, AU-IBAR / Fish Gov 2) in line with its Fisheries Strategy 2016-2020·
Result 1.6.1	Design and operationalisation of a Regional Fisheries Management Information System (FMIS) for informed policymaking and monitoring in the marine small-scale fisheries of the EA-SA-I0 region. Driven by IOC and IGAD.	To be developed in collaboration with the DMRO / RFO and National Fisheries Research Institutes of the MS. KMFRI (Kenya) would lead the project.
Result 1.7 & 1.8	Regional Observatory of Climate Change and Biodiversity Loss- Coastal Marine Fisheries Nexus. Led by the IOC IPMU in collaboration with MOI (Mauritius)/ KMFRI	The Observatory to operationalised through a Regional network of National Marine Research Institutes with external supports.
Result 1.6.4	Development of a Regional Blue Economy Statistical Database. Promoted by COMESA through a pilot phase with interested MS in a progressive approach.	A cross-regional initiative that catches the momentum of Africa's BE Strategy. The primary sectors to be prioritized.
Result 1.8	Promoting Trans-frontier marine bio-diversity Conservation Management in the WIO region. Led by SADC/ GIZ.	An innovative approach to be entrenched in collaboration with the selected SWIO States and other DMRO, SWIOFC and UNEP.

5.4 OPERATIONALISATION OF THE MARINE FISHERIES RESULT 1

In keeping with the foregoing strategic thinking, the interventions of Result 1 are clustered into 8 regional strategic work packages and four synergistic components, including the other result areas to deliver on the intended outcomes and impacts of the E€OFISH Programme. A ***rolling wave approach*** of the project cycle management is used to cope with the diverse, complex and dynamic features of the fisheries sector and the regional macroeconomic environment. These five stages are:

Sequence	Project Cycle Management Process	Y1	Y2	Y3	Y4	Y5
Stage I	Research / Inventory, Design and Development					
Stage II	Implementation, Trial / Testing and Monitoring & Control					
Stage III	Consolidation and Ownership					
Stage IV	Exiting Strategy Planning and Execution					
Stage v	Closing and Documentation of Lessons Learned & Best Practices					

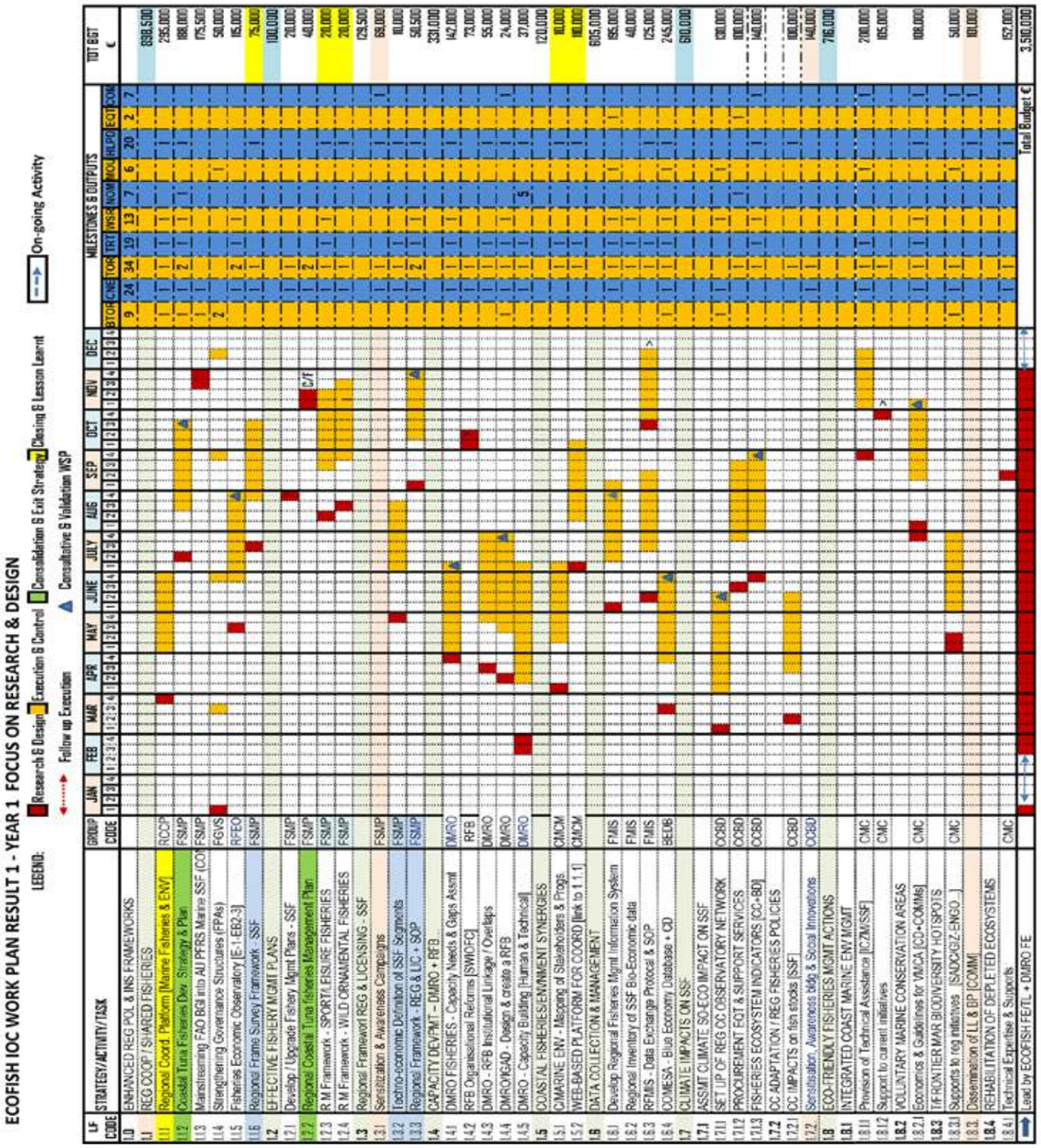
5.5 WAY FORWARD

The Work Plan Year 1 will lay emphasis on Stage 1 and 2. The FE/ TL will be supported by the Fisheries Expert or FP of DMRO's, the Regional Fisheries Specialist based at the IPMU and an initial STE of 60 working days provided to the DRMO.

It is assumed that the IPMU would be operational upon the arrival of the administrative and technical staffs by mid-April 2020. Also, it is anticipated that the National Focal Point would be established in the 12 partner countries of the EA-SA-IO in collaboration with the relevant DMRO.

ANNEXE 1

MARINE FISHERIES - RESULT 1 FIRST YEAR WORK PLAN



ANNEXE 2

WORK PLAN CLUSTERING OF ACTIVITIES/ WORK PACKAGES

E€OFISH - CRITICAL PATHS OF MAIN CLUSTERS - RESULT 1

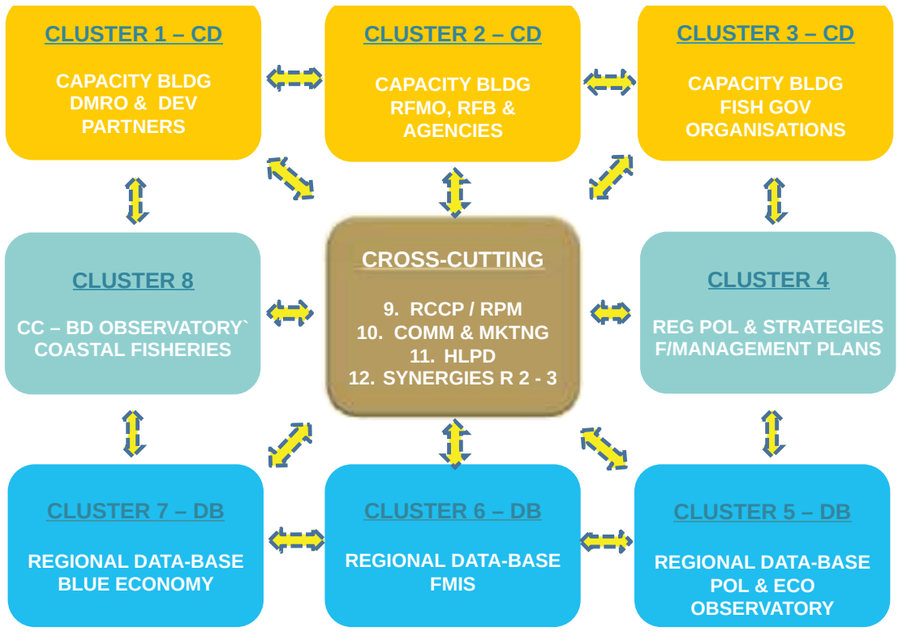
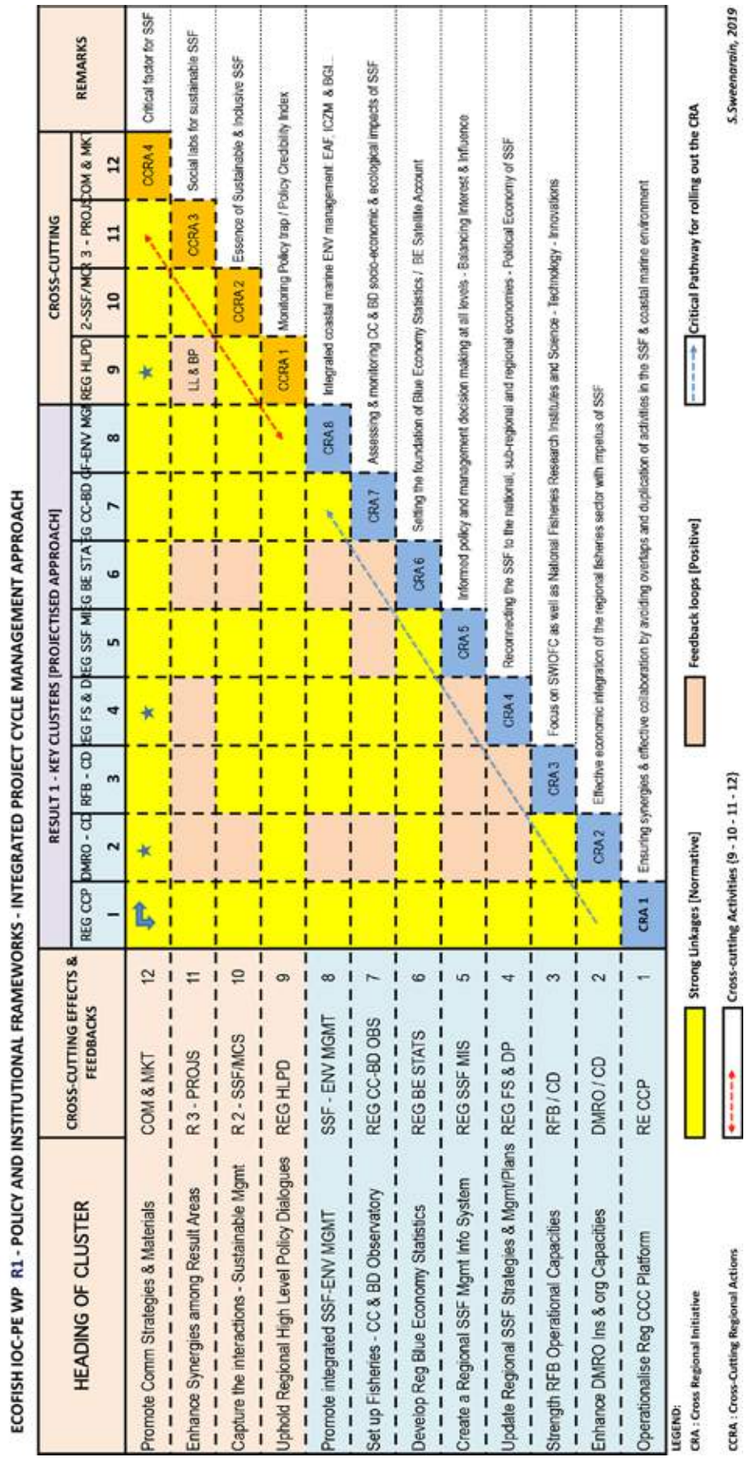


Fig 34: Critical Paths

ANNEXE 3

INTERACTION BETWEEN WORK PACKAGES

ANNEXE 3 – INTERACTION BETWEEN WORK PACKAGES



5.6 MARINE FISHERIES WORK PLAN - RESULT 2

The following activities will be prioritised during the first year of operation under Result 2[15] as per the Marine Fisheries PE Log Frame.

5.6.1 (LF 2.1.6) - Joint Monitoring Control and Surveillance Patrols with other partners in the region

Joint patrols must be prepared in advance and well documented beforehand. A careful planning and time scheduling of the joint patrols is foreseen. Logistics, payments and estimated costs must be done. Confidentiality and restricted access to information must lead to a selection of key stakeholders.

The work package will be the development of a roadmap with annual plans.

5.6.2 (LF 2.1.4) - Assessment of the cost-effectiveness of joint patrols and improvement with the use of emerging techniques and technologies

The rationale for continuing the development of the previous joint patrols and the need to fully gauge the technical and financial aspects of such patrols will be carried out by IOC with the support of appropriate technical assistance. New approaches will be considered like pooling the resources, quick action groups or surveillance with drones. The use of emerging techniques and technologies will be addressed as well.

The work package to achieve the objectives of this activity will include a study on the cost-effectiveness analysis of the joint patrols and the acquisition of the necessary novel equipment for demonstration/training based on the study.

5.6.3 (LF 2.7.2) - EFCA will prepare in collaboration with the regional and national authorities an annual risk management strategy based on a Risk Assessment Methodology and SOPs

An Annual exercise to establish risk assessment and base the regional and national operations on it will be organised and supported by EFCA. The work package will comprise of workshops and service contract with EFCA. Actions proposed:

- Risk Assessment - Identify the main source of information.
- Risk assessment - Analyse causative factors contributing to the risk.
- Risk assessment - compliance indicators to estimate the likelihood and potential impact
- Guidelines for step by step risk assessment.
- Training on risk analysis for MCS data.

5.6.4 (LF 2.1.7) - Linkages with existing MCS mechanisms

The lessons learned from EDF10 SmartFish must be taken up, notably the sustainability and utility of a regional VMS Centre. There is a need to re-evaluate the performances of a regional VMS centre and to re-design its mandate and scope of operations in the context of the SWIO region.

15 25 February 2020 Pedro Guemes, MCS Expert – Work Plan submitted to the IOC Secretariat.

The work package will include a feasibility study presenting several technical options among which the regional VMS centre is one of them; possible relocation.

5.6.5 (LF 2.1.3) - Regional Action Plan to combat IUU fisheries activities

An IUU Regional Action plan will be produced based on the past achievements and lessons learned. This Action Plan will be dedicated to supporting enhanced and cost-effective MCS practices. Complementary activities like risk analysis, a cost-effectiveness analysis will be implemented to feed the final document. The work package will relate to the production of a Regional Action Plan.

5.6.6 Strategic action - Organise and coordinate joint sea and aerial patrols with Fisheries MCS

Authorities as a continuation of the Joint Regional Fisheries Patrol Programme of the IOC-PRSP (Grant direct management).

5.6.7 (LF 2.1.10) - Operationalisation of the accreditation of Southwest Indian Ocean Coastal State Inspectors

The objective of the MoU is to develop and maintain criteria for accreditation, certification, training and exchange of inspectors, data sharing, planning and coordination of inspector deployment among the Southwest Indian Ocean Coastal States. Training workshops will be foreseen. Support for implementation of Regional Observer Programme and for capacity building of Scientific Observers and Inspectors are to be undertaken in this PE. The work package will comprise essentially of training workshops.

5.6.8 (LF 2.3.4) - Displaying and accessing datasets

Development of an internet system to facilitate access at several levels of confidentiality to the regional MCS data. Development of mobile apps and systems to easily introduce and verify MCS data.

5.6.9 (LF 2.8.3) - Review and strengthen the National Observer Programmes (NOPs) in the Member States

As all IOC Member States have set up NOPs and being given that the other SWIOFC Member States joined the late EDF10 SmartFish MCS activities, it is imperative for Kenya, Tanzania and Mozambique to set up their NOPs. It is proposed to review the current situation of the implementation of the National Observers Programs and orientate it as necessary. Provide technical support to implement the new orientation. Work package includes technical assistance for setting up NOPs and sub-regional training workshops.

5.6.10 Assumptions

i) The IPMU is operational by mid-April 2020
ii) The first RCU takes place by the end of March 2020
iii) The Grant Contract for the Regional Fisheries Surveillance Patrols is concluded and operationalised by the IOC-PRSP partner countries by the end of June 2020

iv) La Reunion / France is ready to undertake the first Regional Sea Patrol in July 2020 through the FEDER/INTERREG funding.

5.6.11 1ST YEAR WORK PLAN – RESULT 2 – GRANT CHART

RESULT 2 SCHEDULE AND ESTIMATED BUDGET FOR 2020													
Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	**Estimated budget(€)**
2.1.6 Joint Monitoring and Surveillance Patrols with other partners in the region													**45 000**
2.1.4 Assessment of the cost-effectiveness of joint patrols and improvement with the use of emerging techniques and technologies													**110 000**
2.7.2 EFCA will prepare in cooperation with regional and national authorities the annual risk management strategy based on a Risk Assessment Methodology and SOPs													**80 000**
2.1.7 Linkages with existing MCS mechanisms													**40 000**
2.1.3 Regional Action plan to combat IUU fisheries activities													**40 000**
Strategic action 2.1.3 Organise and coordinate joint sea and aerial patrols with Fisheries MCS Authorities in the continuation of the Joint Regional Patrol Programme of the IOC-PRSP (Grant - direct management)													
2.1.10Operationalisation of the accreditation of South-West Indian Ocean Coastal State Inspectors													**40 000**
2.3.4 Displaying and accessing datasets													**50 000**
2.8.3 Review and strenghtened the National Observer Programmes (NOPs) in the Member States													**35 000**
												TOTAL	**440 000**

CHAPTER 6

TECHNICAL ASSISTANCE TEAM WORK PLAN

CHAPTER 6

TECHNICAL ASSISTANCE TEAM WORK PLAN

6.1 LOG FRAME

1.0	**Overall Objective**
	To support the EUD of Mauritius in achieving the objectives of the E€OFISH Programme
2.0	**Specific Objective**
	To contribute to achieving the three expected results of the E€OFISH Programme
3.0	**Expected Outputs**
3.1	**Programme Estimates / Work Plan of Result 1 & 2**
	Act 1 To elaborate Work Plan6 & Budget in consultation with key Stakeholders
	Act 2 To assist in the drafting of PE to address Result 1 and 2
	Act 3 Organise Programme Steering Committee for validation of the PE & Work Plan
3.2	**Grant Contracts signed with National Competent Authorities (NCA) / Result 2 IOC-PRSP**
	Act 1 Elaborate Guidelines for Joint Regional Patrols (air & sea) under IOC-PRSP
	Act 2 Prepare negotiation reports after consultation with the NCA.
	Act 3 Draft Grant Contracts to be signed by NCA and monitor its implementation
3.3	**Grant Contracts awarded under Call for proposals (CFP)**
	Act 1 Drafting guidelines & objectives for Applicants for the CFP in consultation with the key Stakeholders following EU templates & regional policies.
	Act 2 Assist in conducting an information session on CFP
	Act 3 Assist EUD in the evaluation of the Offers
	Act 4 Assist EUD in the technical monitoring of the approved projects
3.4	**LVFO & LTA are provided adequate support in implementing their work plan & PE**
	Act 1 Provide TA to the two RFMO in preparation of their work plan in alignment with Result 1 & 2
	Act 2 Assist in the drafting of PE in consultation with all key stakeholders
	Act 3 Assist the RFMO in the implementation of the WP and provide STE as and when required for specific actions & budget monitoring.
3.5	**Statutory meeting and reporting are done in a timely manner**
	Act 1 Organise Programme Steering Committee meetings, Technical Committees and Technical Evaluation Committees and any other relevant meetings.
	Act 2 Organise IOC-PRSP Regional Coordination Units (RCU) as planned in the PE
	Act 3 Inception Report, Quarterly Reports, Final Reports and Mission Reports need to be submitted timely.
3.6	**Communication & Visibility of the E€OFISH Programme is adequately assured**
	Act 1 Ensure C & V of the programme is in line with the EU guidelines and the E€OFISH Programme to be developed by the TAT
	Act 2 Set up a dedicated website for the programme and update information on the website at regular intervals
	Act 3 Organise C & V events to raise awareness on the achievements of the programme
	Act 4 Contribute to the preparation of C&M mats. e.g. newsletter, video, press release etc.

Source: Compiled from the E€OFISH Financial Agreement and TOR

6.2 DUTIES & RESPONSIBILITIES OF THE TAT (TOR)

KE1 - FISHERIES ECONOMIST / TEAM LEADER

i) Directly responsible for implementing activities under Sustainable Resources Management and Programme Management Assistance
ii) Responsible for supervising activities implementation for Fisheries MCS (implemented by KE2) and Communication and Visibility components (implemented by KE3)
iii) Supervise the Assistant's job along with the Project Manager at INCATEMA HQ.
iv) Prepare and sign his own monthly timesheet.
v) Countersign (1st counter-signatory) other staff (KE2, KE3 and NKE) monthly timesheets.
vi) Prepare and submit mandatory reports to the Project Manager at INCATEMA HQ
vii) Produce contents for Sustainable Resources Management and Programme Management Assistance components.
viii) Edit contents provided by KE2 and KE3 (Fisheries MCS and Communication and Visibility components).
ix) Compile information from NKE reports to integrate it into the TA reports.
x) Prepare, along with PMU, specific ToR for NKE assignments falling within the components under his responsibility.
x) Review specific ToR for NKE assignments falling under components by KE2 and KE3.
xi) Supervise reports prepared by non-key experts according to their specific assignments, falling under Sustainable Resources Management and Programme Management Assistance components and conformity checks for other NKE mission reports.

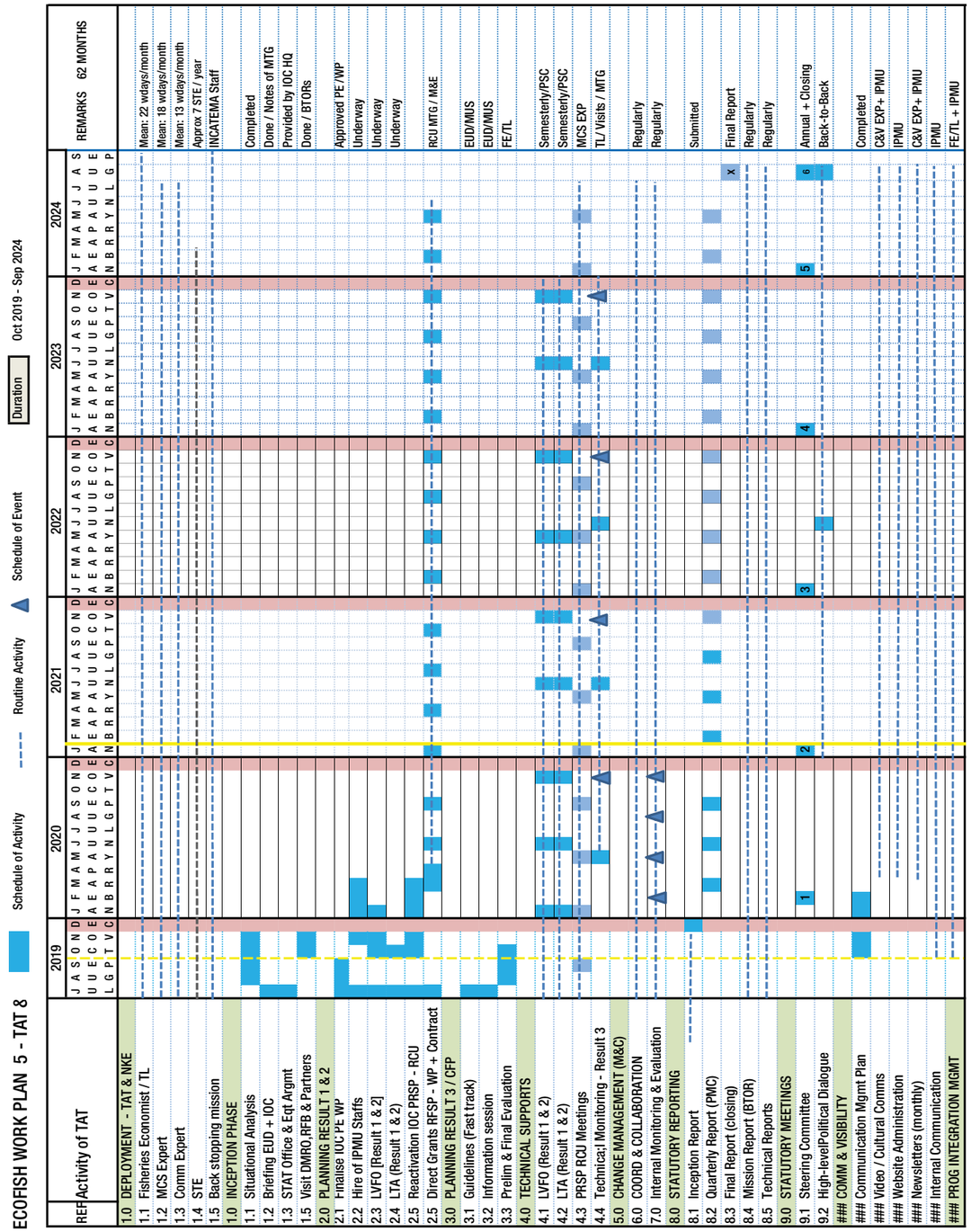
KE2 - FISHERIES MCS EXPERT

i) Directly responsible for implementing activities under Fisheries MCS components
ii) Prepare and sign his own monthly timesheet.
iii) Prepare contents pertaining to the component for TA mandatory reports (inception, interim and final).
iv) Prepare, along with PMU, specific TOR for NKE assignments falling within Fisheries MCS component.
v) Supervise reports prepared by non-key experts according to their specific assignments, falling under Fisheries MCS component.

KE3 - COMMUNICATION & VISIBILITY EXPERT

i) Directly responsible for implementing activities under Communication and Visibility component
ii) Prepare and sign her own monthly timesheet
iii) Prepare contents pertaining to the component for TA mandatory reports (inception, interim and final).
iv) Prepare, along with PMU, specific TOR for NKE assignments falling within Communication and Visibility component.
v) Supervise reports prepared by non-key experts according to their specific assignments, falling under Communication and Visibility component.
vi) Carry out visibility conformity checks for deliverables produced. (EU requirements)

E€OFISH WORK PLAN 5 - TAT NKE



CHAPTER 7

SITUATIONAL ANALYSIS OF THE EA-SA-IO FISHERIES SECTOR

CHAPTER 7

SITUATIONAL ANALYSIS OF THE EA-SA-IO FISHERIES SECTOR

7.1 INTRODUCTION

The small-scale inland and marine fisheries across the EA-SA-IO region exhibit a highly contrasting landscape that consists of depleted fisheries resources and ecosystems in the vicinity of densely populated townships and underutilised fish stocks in the remote rural communities which are deprived of basic fisheries infrastructure and social services. The root cause of the unsustainable state-of-affairs across this region is open access and informal economy that result from policy failures, information asymmetries, a lack of basic fisheries and socio-economic infrastructure. A recent Economic Impact Assessment report revealed the significant contribution of the sub-sector to wealth, job creation as well as forex earnings[16]in the local and national economies. However, serious income distribution inequalities that exacerbate endemic poverty in the fishing communities along with overfishing and unethical fishing practices should also be pointed out. These wicked problems are exacerbated by several external economic and environmental factors such as population growth, global economic turndowns, biodiversity loss and climate change amongst others.

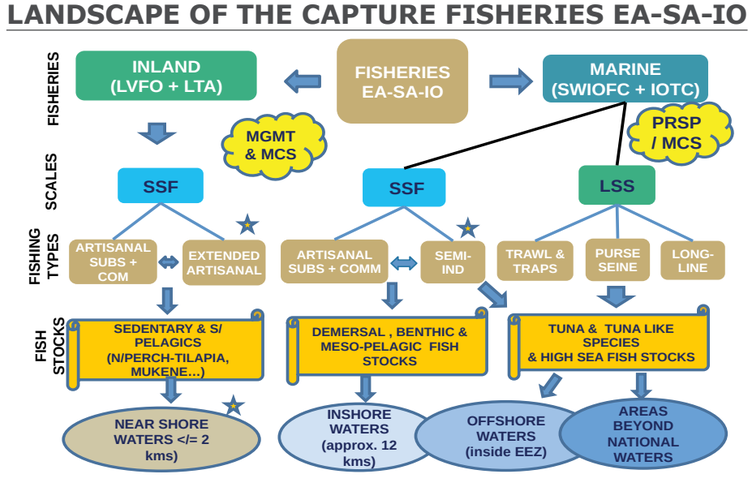


Fig 35: Landscape of the capture Fisheries

Despite the resource potential of the inland and marine fisheries in Africa, the per-caput fish consumption is around 9.4 kg, which is roughly half of the global average of 18.4 kg and it is forecasted to further decline to 6.8 kg if sustainable policies and strategies are not urgently implemented. Over 60 million people from the coastal populations of the EA-SA-IO region are directly or indirectly

16 Sweenarain S et al (KMFRI 2018), Economic Impact assessment conducted in small-scale marine fisheries in Kenya that the sub-sector is contributing at least 3 times more to wealth creation than the official statistics, excluding the post-harvest physical losses which is estimated minimally at 30%.

dependent on coastal marine fisheries resources and ecosystems for the livelihoods, wellbeing and cultural diversity. The total annual catch of the coastal artisanal fisheries is estimated at 2 million tonnes per year with the first-sale value of about 2 Billion US$. However, the post-harvest physical and economic losses in the small-scale fisheries are estimated at 40 % of the annual production. The potential value-added/wealth creation of the sub-sector is estimated conservatively at US$ 4 Billion per year but a major part of the economic wealth is drained from the local and national economies. The sub-sector is generating some 7.5 million direct and indirect jobs in the local communities and they support some 30 million household members indirectly. As a rule of thumb, the untapped economic rent in the sub-sector is estimated between US$ 200 – 400 million per year which is a foregone government revenue that could be used for infrastructural development and social services.

KEY INDICATORS ABOUT THE EA-SA-IO REGION

1. Population : 600 million approx. [Growth Rate: 2.7 %]
2. People below poverty line : 100 million [SDG Report 2018]
3. Per-caput fish consumption : 9.4 kg (2014) / 6.8 KG (2050) [FAO 2016]
4. Total Production: 5 million tonnes [SSF: 90 % / LSF: 10%] [FAO 2014]
5. Post-harvest physical and economic losses : 30 – 70 %
6. Direct & Indirect Employment : 15 million : [mainly SSF]
7. The Annual turnover of the industry : US$ 5 Bn approx.
8. The foregone Government Revenue / Economic Rent: US$ 500 M
9. Negative impact of wastage of the economic rent : Inequalities exacerbating
10. poverty and unsustainability.
11. Estimated Annual public & private investment to sustain the fisheries industry : approx. 10 %

KEY QUESTIONS:

1. What are the root causes of these wicked problems?
2. What is the role of Policies – Institutions and Enabling Environment?
3. How can ECOFISH leverage its resources and partnerships to embark on these transformational reforms?

Lake Victoria[17] and Lake Tanganyika[18] are the two largest water bodies of Africa which are shared by their neighbouring riparian states. These water bodies play a vital role in the political stability, peace and security through the socioeconomic well-being of the populations. The lake fisheries consist predominantly of subsistence and commercial artisanal fishing activities. They also share analogous prospects and challenges for the sustainable management and responsible development of the shared fisheries resources and maintenance of the natural capital. The productivity of these Great Lakes is undermined by overfishing and unethical fishing practices and environmental degradation which are aggravated by landed-based effluents and climate change. E€OFISH intends to build on the learning investments and best practices of SmartFish to enhance sustainable, inclusive and climate-resilient small-scale fisheries for these two lakes.

17 With a total catchment area of 250,000 Km^2, of which 68,000 km2 is the actual lake's surface area, Lake Victoria is the largest freshwater lake in Africa. The lake is shared by three East African countries in varying proportions: Kenya (6%), Uganda (43%) and Tanzania (51%). Other countries such as Rwanda and Burundi are within upper watershed that drains into the Lake Victoria through river Kagura. The Lake is heavily utilized for fisheries, transportation, tourism, water supply and waste disposal. The annual fish production is estimated at 1 million tonnes, comprising of Dagga (60%), Nile Perch (25 %), Tilapia and others (15%) for total first sale value of approximately US$ 870 million.

18 Lake Tanganyika, the second largest lake in Africa and has a surface area of approximately 32,600 km^2. It is shared by the Republic of Burundi (8%), the DR Congo (45%), Republic of Tanzania – the Mainland (41%) and Zambia (6%). The Lake is a major source of water supply, provides food and nutrition security and employment through fisheries and is used as means of transport and for other economic purposes such as tourism. The current population around the Great Lake is estimated at 13 million people and with a growth rate of about 3%. The annual fish production of Lake Tanganyika is estimated at 200,000 tonnes for a total landed value of US$ 700 million.

Political matters should not be confounded with development issues. The E€OFISH Programme proposes a systemic approach to address the root cause of the wicked problems in the marine small-scale fisheries sub-sector instead of wasting resources on symptomatic remedies that will not last. Business-as-usual is tantamount to sleepwalking into the next human holocaust. Sustainable and inclusive small-scale fisheries can only be achieved by reconnecting the sub-sector to the national political economy that can be catalysed by effective regional cooperation. Assuming that the manifested political commitments at the regional and national levels are meaningful, E€OFISH will leverage its resources and partnerships to build the momentum for the economic transformation of the inland and marine small-scale fisheries of the EA-SA-IO region.

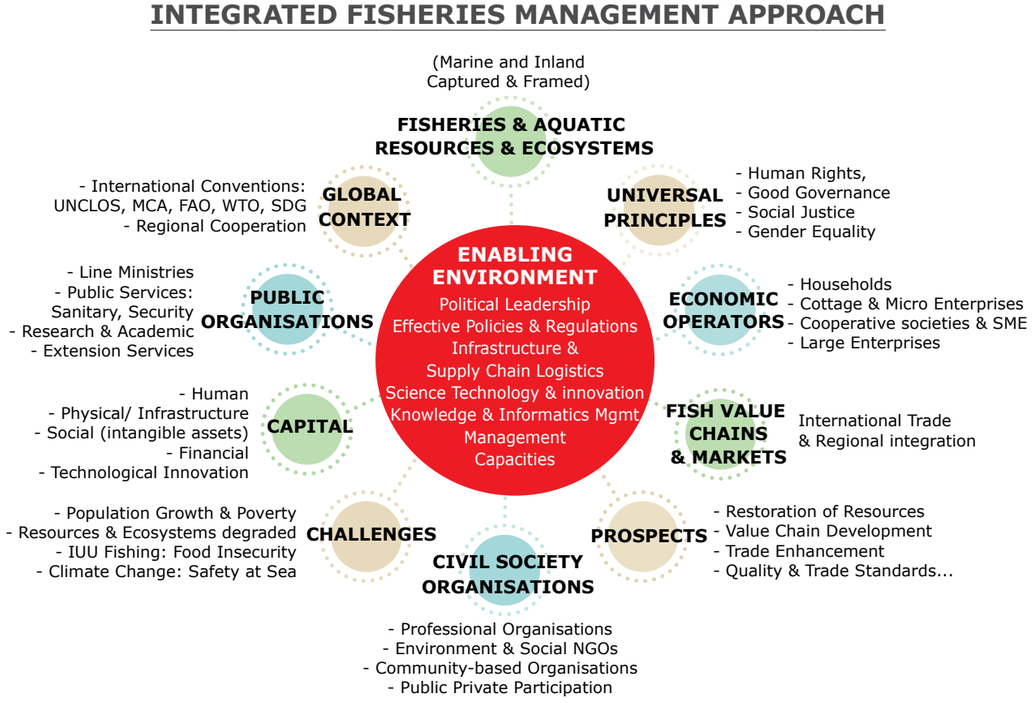


Figure 4 - Integrated Fisheries Management Approach

7.2 STATUS OF E€OFISH KEY STAKEHOLDERS

The direct beneficiaries of the programme[19] are the mandated regional economic and fisheries organisations of the EA-SA-IO region. This section attempts to a rapid situational awareness of key stakeholders of marine fisheries of the region.

7.2.1 DMRO ENGAGED IN THE EA-SA-IO MARINE FISHERIES

Except for the EAC which focuses on the shared inland fisheries, the interest and influence of the other DMRO are highlighted furthermore.

19 Except Result 3 – Call for Proposal that will work directly with local communities and Work Plan, which is also engaged directly or indirectly with the island and coastal of the EA-SA-IO region.

I. COMESA (Common Market for Eastern Africa)

So far, it has no interest in the fishing segment of the sub-sector but tends to play a prominent role in regional fish trade facilitation, Sanitary Norms & Quality Assurance. However, it is now willing to formulate a Regional Fisheries Strategy and to lead the process of establishing a regional Blue Economy Statistical System in collaboration with the other DMRO and partners. **It does not have adequate minimal in-house fisheries expertise.**

II. IGAD (Inter-Governmental Authority for Development)

Recently, it has formulated the first Regional Fisheries and Aquaculture Strategy 2016-2020 and the development of a Regional Blue Economy Strategy is in the pipeline. To spearhead the sustainable development of the fisheries sector in the context of its Blue Economy Strategy, IGAD intends to establish a tailor-made Regional Fisheries Body, including a regional MCS CC in the Horn of Africa. The entity will be housed within the institutional architecture of the IGAD Secretariat. The Fisheries Expert of IGAD is also responsible for the Blue Economy Strategy.

III. IOC (Indian Ocean Commission)

This Inter-Governmental Organisation has implemented several marine fisheries management and environmental conservation programmes over the past 3 decades. It has paved the way for the development of EU industrial fisheries in the SWIO through the Project Thonier Regional – Phase I & II. It is the champion of the RPOA-IUU through the IOC-PRSP with the technical and financial supports of the EU. However, unlike the other DMRO/ REC, it does not have an in-house Fisheries Expert or a Consultative Mechanism to cater for the strategic orientation of the sector. It has a Regional Fisheries and Aquaculture Strategy 2016-2020, which is virtually lost on the shelf. It has championed a Regional Sustainable Small-Scale Tuna Fishery Value Chains Development Strategy for the SWIO States through the SmartFish Programme that will be its main driver for the E€OFISH Programme.

IV. SADC (Southern African Development Community)

It has enacted a Regional Fisheries Protocol in 2001 and a Regional Fisheries Programme which is mainly focused on combatting IUU fishing in the fisheries sector, Smart Aquaculture Development, Inland water resources and environmental conservation management along with the Zambezi water bodies. It is also engaged in awareness-raising on the socio-economic and ecological significance of the trans-frontier continental and marine environment conservation hotspots in Southern Africa. After several setbacks since 2007, the SADC MCS CC seems to be taking off with the financial support of the German Government. There are still many challenges ahead for the operationalisation of the mechanism. The risks of overlaps and duplication of efforts with other analogous initiatives must be mitigated through effective regional collaboration and coordination. SADC has an in-house Fisheries Expert who caters for the fisheries and aquaculture sector.

A common denominator among the DMRO is that they have limited technical and human capacities to ensure adequate service delivery in the fisheries sector. They have looked at the sector for its potential for poverty alleviation and food security while overlooking its development potentials as a growth engine. Except for the shared inland fisheries (LVFO & LTA), there is no institutional linkage exists between the DMRO and the regional fisheries organisation. The binding powers of the RECs are illusionary because member states procrastinate after signing

regional agreements and protocols mainly because they lack development capacities. They are dependent on development aids while there is no impetus for the mobilisation of domestic resources and partnerships.

7.2.2 REGIONAL FISHERIES ORGANISATIONS

Understanding the mandate and operational capacities of the three Regional Fisheries Organisations of the EA-SA-IO region is critical for the strategic planning of the E€OFISH programme.

I. IOTC (Indian Ocean Tuna Commission)

It is an inter-government fisheries organisation with an autonomous administrative and financial status registered under the Article XIV of the FAO Constitution that has binding powers over its member states. It is mandated to ensure the conservation and management of 16 tuna and tuna-like species in the Indian Ocean in collaboration and cooperation with the Coastal states and the Distant Water Fishing Nations. However, the Coastal States, by virtue of Article 64 of the UNCLOS 1982, are responsible for the sustainable management of the shared resources inside their national waters. The small-scale tuna fisheries occurring in the national EEZ of the Coastal State are still not on the radar screen of the IOTC. The focus of the IOTC is on Conservation and Management Measures of the mandated tuna and tuna-like resources and their ecosystems. This approach underestimates the importance of the socio-economic dimensions which are complementary to the bio-ecological aspects for ensuring the sustainable and inclusive management of these migratory fish stocks. The IOC-PRSP has collaborated with the IOTC Secretariat on the mainstreaming of its Compliance and Enforcement Measures in the SWIO states. This collaboration is bound to continue through E€OFISH. However, several donor agencies, including the World Bank's SWIOFish 2 Project are supporting the IOTC Secretariat in human and technical capacity enhancement.

II. SWIOFC (South-West Indian Ocean Fisheries Commission)

It is a fisheries advisory/facilitation Body established under Article VI of the FAO Constitution which is funded and administratively managed by the latter through its Maputo Regional Office. The Secretariat is manned by a part-time Secretary in the person of an FAO Senior Fisheries Officer and two supporting staffs. Its main objective is to promote the sustainable utilization of the living marine resources of the SWIO region and to address the common fisheries management/ development issues faced by its member states without prejudice to their sovereign rights. Since 2011, the Commission is progressively involved in the management of tuna fisheries inside the national waters of its member states. It relies on donor's funding for the implementation of its programmes and organisation of its statutory and technical meetings. Adherence to the SWIOFC does not relieve its member states from the obligation of managing sustainably the inshore and offshore fisheries inside their national waters.

III. SIOFA (Southern Indian Ocean Fisheries Agreement)

It is an Inter-Government Agreement registered with the FAO Head Quarters for the sustainable management and development of the fish stocks other than tuna and tuna-like species (such as Alfonso, Orange Roughy, P.Toothfish and Small Pelagics) in the international waters of the Indian Ocean. These fisheries are mostly harnessed by the Distant Waters Fishing Nations

namely, Australia, New Zealand, France, South Africa and others. The decisions taken by the Agreement are binding on the signatory countries. Its Secretariat is about to be established at Saint-Denis, La Reunion. There is no direct interaction between the inshore fisheries of the EA-SA-IO region and the SIOFA except for exchange fisheries and MCS information eventually.

7.2.3 OTHER PARTNERS & PROGRAMMES

The E€OFISH is bound to work closely with the other fisheries-related agencies and partners and programmes in the region.

I. AU-IBAR (African Union – Inter-African Bureau for Animal Resources)

It is an AU agency specialised in animal husbandry and veterinary services. Its mandate was subsequently extended to oversee the sustainable development and utilization of animal resources, including wild and farmed fisheries. It has played a pivotal role in the formulation of the AU Policy Framework and Reform Strategy 2014 for fisheries and Aquaculture in Africa. AU-IBAR has implemented the EU-funded Fisheries Governance Programme 1 and eventually, phase II which is in the pipeline. The E€OFISH programme will ensure effective collaboration with the latter particularly Fish Gov 2 and the ongoing Africa Blue Economy Strategy. AU-IBAR Secretariat also has limited fisheries expertise. The staffs hired by Fish Gov I were released after its completion. Currently, it has only one Fisheries Expert to oversee the entire fisheries sector of the African continent.

II. WORLD BANK SWIOFish 1 Project

It is the regional component of the Word Bank's SWIOFish Programme which is managed by the IOC Secretariat and chartered to support the SWIOFC. Since 2014, it has provided financial supports to the Working Party on Collaboration and Cooperation in the Tuna Fisheries (WPCCTF) and the Task Force on the Minimum Terms and Conditions of access to regional tuna fisheries by the foreign fishing vessels and the Regional Observers Programme. It has funded the technical studies on the establishment of the SWIO Regional Fisheries Forum Agreement outside the institutional ecosystem of the SWIOFC. It is still a work-in-progress while the SWIOFish Project 1 will be completed in April 2022.

III. SWIOFC/UNEP PROJECT

The project is an outcome of the collaboration between two UN agencies – SWIOFC and UNEP/NC with the financial support to the tune of US$ 8.7 million from SIDA that will last 5 years (2019-2023). Entitled "A partnership for Marine and Coastal Governance and Fisheries Management for Sustainable Growth", the project pursues an integrative or synergistic approach to link the marine small-scale fisheries and environment. The FAO EAF Nansen is a partner of this initiative. It would seem that the SWIOFC has obtained a lifeline for the next 5 years. It is crucial for the E€OFISH Programme to collaborate with the upcoming programme to build synergies on analogous actions.

IV. AUDA-NEPAD (African Union Development Agency – NEPAD)

NEPAD is the pioneer of several Africa Development Strategies and Action Plans, including the Comprehensive Africa Agriculture Development Plan (CAADP), the Africa Agenda 2063

and the Africa PFRS 2014 for the sustainable management of the fisheries and aquaculture sector in collaboration with AU-IBAR. It is also contributing to the operationalisation of the Africa Blue Economy Strategy. Recently, it was graduated to the African Union Development Agency (AUDA) and is responsible for the mobilisation of financial resources and partnerships to support strategic infrastructure project and economic sectors. The E€OFISH Programme proposed to establish a strategic alliance with the AUDA-NEPAD, and It is hoped that the latter would reciprocate to call.

V. EFCA (European Fisheries Compliance Agency)

The European Fisheries Compliance Agency has collaborated with the IOC-PRSP during the SmartFish programme. At a joint workshop on capacity building in 2018, it was mutually agreed by both parties to establish a twinning arrangement to exchange knowledge, MCS experiences and best practices between the SWIO and the Mediterranean Sea. It was also thought that they would work together to develop a joint project proposal to seek additional funding during the process of implanting the PRSP in the institutional ecosystem of the IOC. However, after the closure of SmartFish and the temporary shutdown of the PRSP, the narrative has changed. It expected that this collaboration would go beyond a service contract to attain a sustainable and equitable partnership.

The above inventory highlights the critical structural and functional capacities as well as the influence and interest of those key stakeholders in the marine fisheries of the ES-SA-IO region. Obviously, the wild fisheries are the pinnacle of the African primary sectors that have the potential to contribute to the desired continent-wide economic transformation. The updated information would be useful for the strategic orientation of the IOC Marine Fisheries Work Plan.

THE E€OFISH WORK PLAN

(POPULAR VERSION)

1.0 E€OFISH WORK PLAN (POPULAR VERSION)

1.1 SUMMARY

This document represents the first multi-annual Programme Estimate No. 1 (PE1) of the E€OFISH Programme which will be implemented from 13 September 2019 to 12 September 2024, over a period of 60 months followed by a closure phase of 8 months.

The E€OFISH Programme's overall objective is to enhance equitable economic growth by promoting sustainable fisheries in Eastern Africa, Southern Africa and the Indian Ocean (EA-SA-I0) region. The specific objective is to support sustainable management and development of fisheries in order to contribute to poverty alleviation, food and nutrition security while addressing climate change resilience and enhancing marine biodiversity. The E€OFISH Programme is the successor of the 10th EDF SmartFish programme and is funded under the 11 EDF cross-regional envelope of the Regional Indicative Programme for the EA- SA-I0 Region 2014 - 2020 to the amount of EUR 28 million.

This Programme Estimate will endeavour to contribute to Result areas 1 and 2 with focus on marine fisheries:

RESULT 1 Regional policies and institutional frameworks are enhanced to secure more sustainable fisheries management and contribute to marine biodiversity and climate resilience; and

RESULT 2 Strengthened capacity to prevent, deter and eliminate IUU fishing in the EA-SA-I0 region.

The programme will support the implementation of measures contributing to the achievement of the objectives of the Duly Mandated Regional Organisations (DRMOs), Regional Fisheries Management Organisations (RFMOs) and Regional Fisheries Bodies (RFBs), i.e., the implementation of the fisheries management plans (Result 1), and the enforcement of appropriate legislation and improvement of compliance records (Result 2) notably in the fight against IUU fishing. This may involve support to joint regional Monitoring, Control and Surveillance Action Plans and implementation of conservation measures based on scientific evidence which would, in turn, contribute to strengthening international ocean governance.

The elaboration of this PE is the result of a consultative process with the five Duly Mandated Regional Organisations (DMROs) namely IOC, SADC, COMESA, EAC and IGAD and other relevant stakeholders. This PE is signed with the Indian Ocean Commission (IOC) in its capacity as the Regional Authorising Officer and will, therefore, act as the Contracting Authority for the procurement procedures.

1.2 CONTEXT

The contribution of the fisheries sector to the Agriculture GDP is estimated at 6% in Africa and the sector employs some 50.0 million people of which 12.3 million represents direct employment. According to the World Bank, on average, fish and fish products account for 18% of animal protein

intake by African consumers and while men are usually involved in fishing activities, almost 60% of the fish processing and marketing activities are performed by women. More recent studies carried out by the EDF10 SmartFish programme show that for the IOC Member States, the contribution of the fishery sector to their economies reaches on average 15.6% of their agricultural GDP. Besides, small-scale fisheries (SSF) are of major importance as a backbone of livelihoods in rural coastal communities. Notwithstanding the fact that women account for over 45% of the workforce involved in small-scale fisheries, including collecting, processing, trading and marketing.

The supply from SSF is generally affected by huge post-harvest losses, while the discards of the bycatch of the industrial fisheries could also possibly significantly contribute to the further diversification of the fisheries value chains. The potential of the modernisation of SSF into domestic semi-industrial fisheries remains however unexplored. The sustainable exploitation of untapped fisheries resources outside the traditional fishing grounds would improve the economic resilience of the fishers and possibly address increasing needs for fish consumption. Considering, in particular, the IGAD region where fish consumption is very low compared to other regions in Africa it needs awareness on nutrition and fish consumption. Combating illegal, unreported and unregulated fishing (IUU) is yet another challenge faced by the region. So, in this Programme Estimate, much emphasis will be given to Monitoring, Control and Surveillance (MCS) operations within the context of the existing or reinforced fisheries management strategies and plans. The main objective is to promote cost-effective MCS strategies and plans in order to break the economics of IUU fishing at source. There is a necessity to reinforce capacities in the legal and judiciary mechanisms so that the fishing pirates could be severely punished so as to raise the opportunity costs of these illegal activities. The problem of IUU is aggravated in the IGAD region. The maritime security has been restored with an efficient and deterring control of the piracy. However, such situation has become favourable to increased fishing activities. In this context the MCS systems in place to deter piracy and IUU fishing should complete each other and develop synergies as foreseen in the EU-funded Maritime Security project. This Programme Estimate will endeavour to strengthen collaboration with other cross-sector programmes which are indirectly concerned with IUU fishing, for example Maritime Security and Fisheries Crime and at the same time to bring more valuable information to the fishing community.

Therefore, the proposed activities under this Programme Estimate will support policies, and their implementation, at national and regional levels. The Programme Estimate is formulated in line with the new European Consensus on Development, aligning the Union's development policy with the UN 2030 Agenda for Sustainable Development: people, planet, prosperity, peace and partnership. Proposed actions would strengthen the role of women in the fisheries management process through capacity development and empowerment in line with the EU Gender Action Plan 2016-2020.

Bearing in mind the cross-regional nature of the programme, activities are formulated to address the requirements of the Duly Mandated Regional Organisations (DMROs), Regional Fisheries Management Organisations (RFM0s) and Regional Fisheries Bodies (RFBs) in support of their actions at marine fisheries management and governance based on scientific and economic advice and combating IUU fishing. The Programme Estimate is also inspired by the actions of the previous EDF10 SmartFish programme in the sense of seamless continuity.

1.3. LOGICAL FRAMEWORK

The detailed logical framework is not attached in this popular version of the Work Plan.

1.4. ACTIVITIES

As indicated above, this marine-related Programme Estimate will address the strategic objectives and actions of the result areas 1 and 2 of the Financing Agreement of the E€OFISH Programme in securing more sustainable fisheries management and contributing to preventing, deterring and eliminating IUU fishing. Based on the principle of complementarity among the coastal and island states of the EA-SA-I0 region, the PE will go beyond its cross-regional mandate to work directly with these beneficiary countries and/or through the existing RFBs. It is to be noted also that the part of Somalia and three beneficiary states members of IGAD are not covered by any of the RFBs in the WIO region. This approach will ensure that these fragile states are not left behind.

One of the mandates of the E€OFISH programme is to ensure coordination among other regional programmes in the EA-SA-I0 region. In this context, one such opportunity lies with the INTERREG V Indian Ocean programme which would favour coordination between two EU financial instruments, namely EDF & ERDF in the Indian Ocean region. It should pave the way to identifying shared priorities and define projects or activities complementary to the common priorities of the two instruments. This is the case of the E€OFISH programme, which shares a number of operational priorities with the INTERREG V Indian Ocean programme. The articulation of the EDF and the ERDF will be privileged during the implementation of this PE, to the extent possible.

1.4.1. OVERALL OBJECTIVE

The overall development objective to which the project, and therefore this Programme Estimate, is intended to contribute is to enhance equitable economic growth by promoting sustainable fisheries in the EA-SA-I0 region. The **specific objective** is to support sustainable management and development of fisheries while addressing climate change resilience and enhancing marine biodiversity.

1.4.2. PROJECT PURPOSE

The purpose of the project, and therefore of this Programme Estimate, is to promote sustainable fisheries in the EA-SA-I0 region in the context of the achievement of the Sustainable Development Goal (SDG) 14 - Conserve and sustainably use the oceans, seas and marine resources (Life Below Water).

1.4.3. RESULTS

The expected results from the activities carried out over the period covered by this Programme Estimate are:

Result 1 **Regional policies and institutional frameworks are enhanced to secure more sustainable fisheries management and contribute to marine biodiversity and climate resilience; and**

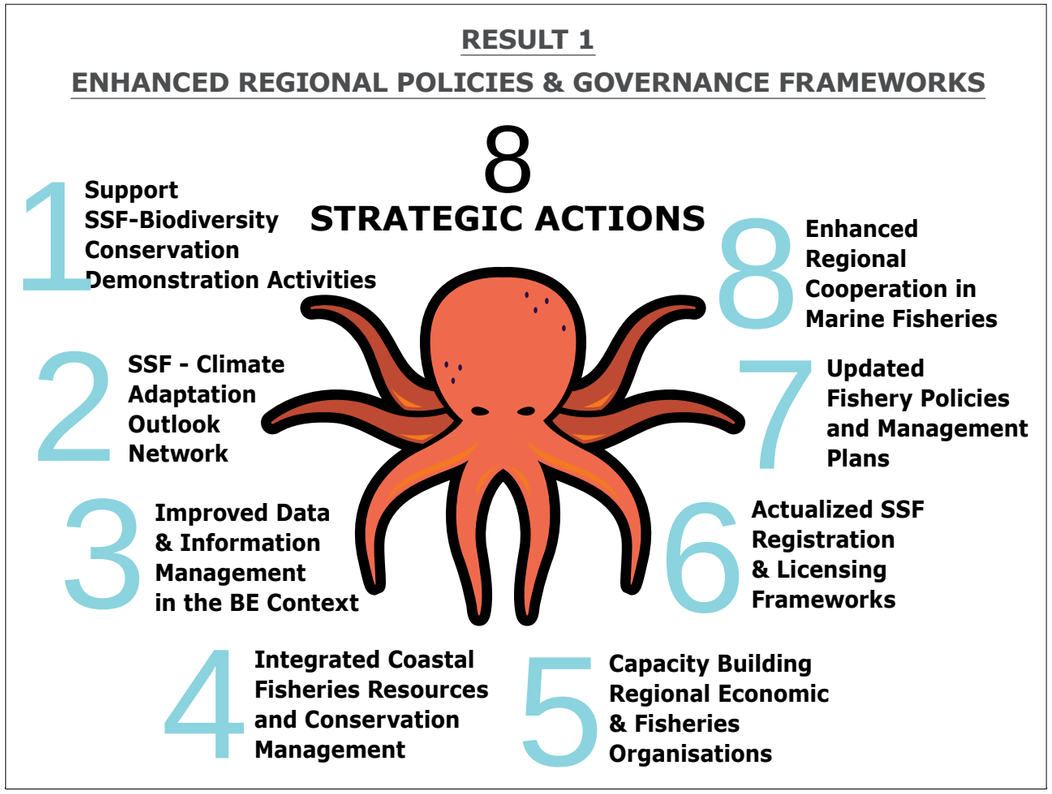
Result 2 **Strengthened capacity to prevent, deter and eliminate IUU fishing in the EA-SA-I0 region.**

1.4.4. ACTIVITIES

The activities that will be carried out to achieve each of the expected results listed in the previous section, taking into account that special attention will be paid to activities that can benefit from the EDF and the ERDF are:

RESULT 1: REGIONAL POLICIES AND INSTITUTIONAL FRAMEWORKS ARE ENHANCED TO SECURE MORE SUSTAINABLE FISHERIES MANAGEMENT

The wild fisheries conceal diverse, complex and dynamic features that are constantly influenced by various external political, socio-economic and environmental factors. They create a high level of uncertainty and unpredictability of existing management measures. Therefore, fisheries management requires an adaptive, iterative and participative approach to cope promptly with these negative or positive changes in the fast-evolving socio-ecological context of the sub-sector or industry. This result is to build on the achievements, work-in-progress, experiential learning and best practices of the EDF 10 SmartFish and Fisheries Governance Programmes, including other analogous initiatives in the regions. In the SWIO states, 90% of the fish resources are caught by small-scale fishing which is mostly landed and consumed locally. The remaining 10% consists of the high-value seafood, namely tuna and wild shrimp stocks that are harnessed mainly by foreign corporations through various collaborative arrangements. The sub-sector is severely underperforming in terms of employment, food and nutrition security, wealth creation and distribution at local, national and regional levels. As a rule of thumb, the economic potential of the capture fisheries in the SWIO is estimated conservatively at US$ 4 billion and the foregone economic rent is about US$ 400 million per year. The small-scale fisheries comprise predominantly subsistence and traditional artisanal operations which are plagued by the open access and informal practices as a result of governance failure and mismanagement. The coastal states are not better off regarding the activities of the Distant Water Fishing Nations (DWFN) in their national waters and adjacent international seas because they are getting an equitable share from their natural wealth. Policies and legal frameworks can change the life of the local communities only when they are implemented effectively. So, this result area should leave no stone unturned to unleash the full development potential of the marine wild fisheries towards the attainment of the socio-economic aspiration of the UN SDG 2030 while promoting the stewardship of the ecosystems. It is crucial to assess the mandate - role and prerogatives -and capabilities of the regional economic and fisheries organisations to build the momentum for advancing sustainable fisheries along with the economic transformation of the African continent.



STRATEGIC ACTION 1.1. ENHANCE REGIONAL COOPERATION IN THE SUSTAINABLE MANAGEMENT OF SHARED RESOURCES IN THE MARINE FISHERIES

Since the 1980s regional cooperation has become imperative for the sustainable management and responsible development of the oceanic migratory and straddling fish stocks. The enactment of national EEZ under the UNCLOS 1982, the cooperation between coastal states and DWFN has become eminent to ensure sustainable fisheries but the focus has been on the bio-ecological aspects while overlooking the underlying socio economics to ensure equitable sharing of the value-added (wealth) which is the bedrock for sustainable cooperation. The concept of shared resources has been overtaken by the process of regional cooperation and integration by the African countries as an intermediate course to resist the ruthless and indiscriminate policies of globalisation. The focus has shifted from shared resources per se to shared market and trade logistics, value and supply chains development and collaborative efforts to address common threats such as IUU fishing and fisheries-related crimes as well as climate change. The question is why regional cooperation in marine fisheries is becoming lethargic despite its potential to promote accelerated sustainable growth and shared prosperity? What are the root causes for this state of play and what must be done to invigorate and synergize regional cooperation in sustainable marine fisheries as the growth sector of the Blue Economy? This strategic action will dig into the opportunities and threats for

enhancing the political economy of regional and international cooperation in the SWIG fisheries sector to undertake appropriate Since the 1980s regional cooperation has become imperative for the sustainable management and responsible development of the oceanic migratory and straddling fish stocks. The enactment of national EEZ under the UNCLOS 1982, the cooperation between coastal states and DWFN has become eminent to ensure sustainable fisheries but the focus has been on the bio-ecological aspects while overlooking the underlying socioeconomics to ensure equitable sharing of the value-added (wealth) which is the bedrock for sustainable cooperation. The concept of shared resources has been overtaken by the process of regional cooperation and integration by the African countries as an intermediate course to resist the ruthless and indiscriminate policies of globalisation. The focus has shifted from shared resources per se to shared market and trade logistics, value and supply chains development and collaborative efforts to address common threats such as IUU fishing and fisheries-related crimes as well as climate change. The question is why regional cooperation in marine fisheries is becoming lethargic despite its potential to promote accelerated sustainable growth and shared prosperity? What are the root causes for this state of play and what must be done to invigorate and synergize regional cooperation in sustainable marine fisheries as the growth sector of the Blue Economy? This strategic action will dig into the opportunities and threats for enhancing the political economy of regional and international cooperation in the SWIG fisheries sector to undertake appropriate measures.

1.1.1 Support the DMROs and RFBs in the establishment and operationalization of a PAN African coordination platform for fisheries and fisheries-related organisations/programmes/projects and relevant Development Partners.

In a nutshell, the proposed Regional Coordination Mechanism is intended to ensure more coherence between the macroeconomic imperatives and the fisheries management policies and strategies among the key development pillars at national and regional levels. It should demonstrate the positive impacts of effective regional cooperation in the pursuance of sustainable development and equitable partnership within and outside the African continent. Apart from the coastal states, the direct players of regional cooperation in the maritime fisheries of the EA-SA-I0 region are the DMROs (COMESA, EAC, IOC, IGAD and SADC); the RFBs (IOTC, SWIOFC and SIOFA); other African Inter-Governmental Agencies measures such as AU-IBAR and AUDA-NEPAD; international development and funding agencies (UNECA, UNFAO, UN-Nairobi Convention...) as well as some non-governmental, professional and philanthropic associations (East Africa BMU Networks, FPAOI, CORDIO, WWF, BLUE VENTURE etc) engage in scientific, environmental, social and humanitarian causes of the region. The SWIO region does not suffer from a shortage of regional entities, but rather, too many with overlapping mandates and membership that fuel the duplication of actions, wastage of scarce resources, cross-communication and competing interests. Tactically, the E€OFISH Programme will aim at streamlining/promoting/operationalizing a regional multi-stakeholder platform for the SWIO States as an integral part of analogous Pan-African initiatives in line with the Africa Blue Economy Strategy and the SDG 14, Life Below Water. Regional Coordination Meetings will be organised to promote the regional networking mechanism.

The work package will comprise of a strategic report with roadmap/ milestones. Side-events to conference will be an opportunity to promote the regional multi-stakeholder Platform.

1.1.2 Assess the national policy and institutional frameworks and governance structures of the SWIO states to explore the opportunities of enhancing the regional frameworks and work programmes of the RFB for upholding sustainable fisheries.

This task intends to build on the apparent national political will/commitment for effective regional economic cooperation in the sustainable management and responsible development of the shared fisheries resources in the national waters of the SWIO states without compromising the respective sovereign rights on their respective EEZ and the externalities from the adjacent international waters.

For instance, the activity can sense the underutilized bio-economic potential of small pelagic or `Dagaa' fisheries in the inshore waters of East African countries that may be harnessed through a coherent regional business model. Also, the sustainable development and modernisation of the small-scale tuna fisheries which is precluded in the IOTC mandate. The scope of this activity should not be limited to fish stocks and ecosystems conservation and management to adopt an integrative fish chain and value chain optimisation approach. It must surpass the traditional model of regional cooperation which is based on "everything or nothing " or "beggar thy neighbour" to promote a common and differentiated approach to meet equitably the aspirations of the participating members with the big picture in mind. The activity will assume a systemic approach to evaluate the structural and functional capacities of the RFB against the requirements/expectations of the member states to ascertain value for money. A study on existing national frameworks will be conducted and the establishment of a regional framework for sustainable fisheries development will be explored. The objectives of this activity is expected to be met with the organisations of regional multi-stakeholder consultative and information sharing meetings on management of shared fisheries resources.

A road map will be produced with the aim to schedule actions and measure the progress; those will be assessed during RFBs side-events.

1.1.3 To support selective fishing communities of beneficiary countries in the operationalisation of the FAO Small-Scale Fisheries Guidelines (SSF Guidelines) and the FAO Blue Growth Initiative in the South-West Indian Ocean region.

Currently, the way small-scale fisheries are managed or governed in the SWIO region does not meet the criteria of sustainable fisheries due to its negative impacts on the natural environment (fish resources and ecosystems) and socio-economic sustainability in terms of livelihood security and inclusiveness; food supply, risks coping and ability to enter or exit the sub-sector. The FAO Small Scale Fisheries and the Blue Growth Initiative are based on the principles of the Code of Conducts for Responsible Fisheries 1995 and the UN Global Agenda 2030, particularly the SGD 14 - Conserve and sustainably use marine resources and ecosystems. In other words, they aim to mainstream the concepts of Blue Economy by greening the small-scale fisheries, including empowerment of the local communities. The principles are embedded into the circular Blue Economy or Local Sustainable Livelihood Approach as the mainstay of the integrated coastal management. The programme will seek collaboration with the FAO for rolling out these mechanisms in selected fishing communities. The activity will include multi-faceted capacity building, social innovations and human engineering. It may also imply the mainstream of the Blue Economy into the AU Policy

Framework and Reform Strategy 2014 which an overarching mechanism for sustainable fisheries across the African continent, including its eastern maritime façade.

The means to achieve this activity will include the development of a regional roadmap with milestones to facilitate the implementation of the SSF Guidelines. The network of women and youth in fisheries will be operationalised with:

- Establishment of a regional network through regional meetings and service contract.
- Advocacy and awareness creation on the importance of networking in business through regional meetings and service contract
- Capacity building of the regional networks through training workshops (service contract).

1.1.4 Strengthen appropriate multi-layer governance structures in the marine fisheries of the South-West Indian Ocean region.

Governance is one of the three interconnected pillars of fisheries management along with Policy and Institutional frameworks, and Compliance and Enforcement. It affects the way power and influence are exercised over fisheries management and determines whether fisheries can continue to provide the desired socio-economic benefits to the fishers, fish workers and the society at large. The SWIO small-scale fisheries are the bedrock for the sustainable livelihood and wellbeing of the coastal communities which are threatened by overfishing and unethical fishing practices as well as environmental factors, including climate change. The root cause of these serious problems in the small-scale fisheries is namely open-access and predominance of the informal economy as a result of governance failure. In order to reconnect the small-scale fisheries to economic mainstream at the local and national level, it is crucial to establish/strengthen adequate governance mechanisms.

The semi-industrial or extended artisanal fishing is a systematic extension or sophistication of the artisanal fishing operations within the small-scale fisheries sub-sector. The development of this segment is a continuum of the process of modernisation of the small-scale fishery value chains. It is instrumental in the reduction of overfishing and environmental degradation in the inshore waters while diverting the fishing efforts toward untapped fish stocks further offshore. It is assumed that an improvement of the governance systems in the small-scale fisheries would be a major determinant for establishing a conducive business-enabling environment to encourage private investment and environment-friendly technologies. These institutions are undermined by organisational, human and financial constraints, hence the need for an action plan on improved governance on fisheries resources the work package will cater for the elaboration of an action plan on improved governance and management practices to promote sustainable fisheries with related capacity development. State of play of the action plan will be validated through meetings and missions.

1.1.5 Improve regional research capacities for informed policymaking and management decisions.

Policy formulation and management decisions cannot be based on speculative motives and that is why knowledge and information management has emerged as a landmark for sustainable development. In the SWIO region, fisheries scientific and socio-economic data are not readily available for evidence-based policy making and management measures. They are either

inexistent, inadequate or scattered at different locations and inaccessible in a timely manner. As a steppingstone for the creation of a regional fisheries scientific and socio-economic observatory, the activity proposes to benchmark knowledge and information requirements and to map the regional research and academic institutions, including Science-Technology-Innovation providers engaged in these areas. It intends to organise a regional network or platform to band these institutions and to incentivize them with the needed capacity building through the development of a resource mobilization strategy.

A gap analysis report will be produced. It is further proposed to establish and reinforce a network of institutions involved in training and capacity-building.

STRATEGIC ACTION 1.2: EVALUATE AND REVIEW EXISTING MANAGEMENT PLANS AND/OR DEVELOP AND SUPPORT THE IMPLEMENTATION OF NEW MANAGEMENT PLANS FOR SPECIES AND/OR FISHERIES OF REGIONAL INTEREST.

This strategic action is a continuum of the works carried out mainly by the EDF 10 SmartFish and Fisheries Governance Programmes, and the World Bank SWIOFish Projects to activate the operationalization of up-to-date fishery management plans in selective or prioritized marine fisheries of the EA-SA-I0 region. The activity targets those shared fisheries and national fisheries of regional interest specific to their socio-ecological context to avoid a one-size-fits-all paradigm. While most of the industrial fisheries in the region are managed, their interactions with the small-scale counterparts targeting the same fish resources are not adequately documented and regulated. The major challenges for rolling out effective fishery management plans rest with the strong political and socio-cultural influences of the local communities. It can be simply defined as a Game of Powers versus the Rules of the Game that requires effective social innovations for the common good.

The existing fishery management plans in the sub-sector are limited to bio-ecological factors (biomass) of fisheries management and have mostly ignored the socio-economic dimensions (economic value to the society). This strategic component offers an opportunity to mainstream the innovative concept of wealth and social benefits accounting in fisheries management. Moreover, it is an oxymoron to expect the small-scale fisheries to be sustainably managed in an open-access regime which is tantamount to the Tragedy of the Commons. So, this strategic area will enable to dig deeper into root-causes of the mismanagement in small-scale fisheries to come up with appropriate remedial measures.

This strategic action is also thought to mainstream international instruments such as the socio-economic aspirations of the UN SDG 2030, the AU PFRS 2014, Blue Economy Strategy, Climate Change Adaptation and Biodiversity protection into the regional fishery management plans to cope adequately with the underlying opportunities and threats.

1.2.1 Review / establish fishery management plans for small-scale and semi-industrial fisheries.

Facilitate the implementation of the management plans for species and/or fisheries of regional interest.

In countries, a review of the existing plans will be carried out and put into perspectives with the regional level (if data exist). In case of no fisheries plan for specific species, recommendations with a costed plan will be proposed. A peer review mechanism for assessing the national fisheries plans could be proposed (to be confirmed at a later stage) with the aim to promote best practices at regional level.

The work package will comprise of annotated management plans coupled with the relevant capacity-building programme.

STRATEGIC ACTION 1.3: PROMOTE COHERENT REGISTRATION AND LICENSING FRAMEWORKS IN THE SMALL-SCALE MARINE FISHERIES.

It is the foundation for the sustainable management and responsible development of the multi-faceted small-scale fisheries but has been taken for granted over the past decades. Currently, most of the inshore fish resources and habitats are on the brink of collapsing mainly because of overfishing and unethical fishing practices which are resulting in a Tragedy of the Commons. The open-access regime which was deliberately thought by the policymakers of the 1960s as a safety net against endemic poverty and food insecurity is not now the main cause for economic turndown, environmental degradation, social conflicts and political unrest in the coastal communities. The existing registration and licensing policies are mostly geared for revenue collection or dispensing social supports to the fishing communities and not to ensure the sustainable management and governance of the sub-sector. This strategic component will pave the way for the desired structural transformation by a focus on the following activities:

1.3.1 Design and implement sensitization and awareness-building campaigns on the significance and scope of Registration and Licensing for sustainable small-scale fisheries of the SWIG region.

This activity will market the regional project of Registration and Licensing in the marine small-scale fisheries in beneficiary countries of the EA-SA-I0 region to target the key stakeholders namely the fishers and fish workers as well as their professional association. The communication will stress the opportunities of shifting from open access to the user-rights regime and also emphasize on the best practices of community-based management and integrated and sustainable fisheries management approaches.

As a prerequisite, a study of the existing registration and licensing methods will be undertaken to come up with a harmonized system, followed by relevant regional training workshops. Advocacy and awareness creation on the importance of harmonized registration and licensing methods will as well, be disseminated in all the participating countries. Community-friendly communication channels such as serial radio programmes, folk media, drama, sports and community meetings will be used.

This work package will also support the development of harmonized Standard Operating Procedures (SOPs) on production, value addition and packaging and transportation of small-scale fisheries products.

STEs will be used to carry out the study and develop a harmonised system of registration and licensing.

STRATEGIC ACTION 1.4: STRENGTHEN THE TECHNICAL AND ADMINISTRATIVE CAPACITIES OF RFBS TO IMPROVE SERVICE DELIVERY AT THE REGIONAL LEVEL.

It is assumed there is an effective national political commitment to strategizing promotion of sustainable fisheries as growth for driving the economic transformation of the predominantly agrarian economies of the SWIO basin and for attaining the time-bound socio-economic aspirations of the UN Agenda 2030 that can be boiled down to No Poverty, No Hunger and Nobody is left behind. Quite often, development agencies and programmes have encountered weak high-level political enthusiasm and procrastination to drive the process. The status quo is generally related to a lack of institutional and human capacities. So, it is crucial to strengthen the organisational and functional capacities of the DMRO on account of their leadership and strategic role in driving the sub-regional and cross-regional economic cooperation in the fisheries sector. These economic and fisheries organisations tend to complement each other to support the national endeavour in harnessing the accrued benefits of their sustainable fisheries. Based on the idiosyncrasies of the DMRO, not all of them are fully engaged or prioritise the marine fisheries of EA-SA-I0 or SWIO region. Generally, 3 DMROs are on the forefront in this sub-sector namely, IOC, IGAD and SADC. An attempt is to be made to rationalize the existing overlap of mandates and membership among the DMROs by highlighting their comparative advantage to suggest a Lead or Supportive role to them in the regional marine fisheries. The IGAD region does not have a dedicated RFB to cater for the sustainable management of their fisheries and this strategic action will explore the possibility for establishing one. The following activities are envisaged:

1.4.1 Undertake an assessment of the capacities, needs and gaps of the DMROs with respect to their operational capabilities to deliver on the political economy of the fisheries sector in their respective constituency and the E SA-I0 level in alignment with the AU development strategies.

This activity is to undertake a comprehensive and foresighted capacity needs and gaps of the DMROs in relation to their mandate for advancing regional economic cooperation in the fisheries and fisheries-related sectors across their respective constituencies. This task is to ensure effective collaboration and coordination among the DMROs in order to iron out the potential overlaps in their mandates and memberships. The work package will comprise of needs assessment and gap analysis as well as validation meetings.

1.4.2 Undertake an assessment of the institutional, organisational and functional capacities need and gaps of the RFB with respect to their effectiveness to deliver on sustainable management and responsible development of the marine fisheries of the EA-SA-I0 region

This activity will critically examine, from the perspectives of the coastal and island states of EA-SA-I0, the institutional mandate and actual performance of the RFB in ensuring the conservation and sustainable use of the marine fisheries resources as well as the sustainable management and development of the selected marine fisheries from the socio-economic viewpoint. For instance, the slot will provide the possibility to build on the institutional and organisational review of the SWIOFC to conduct a comprehensive techno-economic feasibility study and a cost-benefit analysis for overhauling it. The pinnacle of the IOTC is to conserve and sustainably use the tuna and tuna-like species in the Indian Ocean with the cooperation of the coastal states and DWFN. The main shortcoming lacunae in the mandate of this RFMO causing prejudice to the developing coastal states is the focus on the bio-ecological aspects of the tuna-like species and not on economics/profitability dimension which is critical for ensuring sustainable fisheries. The activity may explore the opportunity of establishing a Regional Economic Observatory for the Tuna industry for the SWIO states under an existing RFB. The work package will include needs assessment of the RFBs, elaborate gap analysis report and conduct validation meetings.

1.4.3 Streamline the collaboration between the DMROs, RFBs and the Member-States.

The interest of the DMROs in the marine fisheries is quite recent and was triggered in 2000 with the mainstreaming of regional economic cooperation on the African continent and the negotiation of an Economic Partnership Agreement with the EU. The primary focus was on cross-border fish trade. So far, there is no formal relationship or working arrangement between the DMROs (COMESA, EAC, IOC, IGAD and SADC) and the marine fisheries RFBs (SWIOFC, IOTC and SIOFA) of the EA-SA-I0 region. In other words, there is an institutional vacuum between the regional political economy and the sustainable management of the fish stocks and fish value chains in the SWIO region. The opportunity cost of this organisational ambiguity is high. This activity offers a unique opportunity to streamline the structural connection between the DMROs and RFBs in collaboration with the member states based on the principle of common but variable geometry — thus avoiding a one-size-fits-all paradigm. It will also attempt to define the line of authority, coordination and communication among these strategic partners and to ensure a proper flow of information. Conference which is playing a leadership role in the regional marine protection. The following activities are earmarked under this component:

1.4.4 Establish a tailored-cut RFB to cater to the needs of the IGAD sustainable fisheries

The annual fisheries production of the IGAD region is estimated at one million tonnes, which is made up of 86 % inland fisheries, 9% of inland aquaculture and 5 % of marine fisheries. The aggregated first sale value is about US$ 1.1 billion per year. The 5 coastal member-states of IGAD have an aggregated Exclusive Economic Zones of 1.1 million km^2, including 55,875 km^2 of inshore waters and 6,960 km of coastline. The annual fisheries production of the IGAD region

is estimated at one million tonnes, which is made up of 86% inland fisheries, 9% of inland aquaculture and 5 % of marine fisheries. The aggregated first sale value is about US$ 1.1 billion per year. The post-harvest physical and economic losses are relatively high. The inland and marine fisheries are still poorly exploited and managed. Most of these landlocked and coastal states are not a member of any RFB. So, this activity proposes to assist IGAD in the establishment of an appropriate RFB to uphold its political strategies for sustainable fisheries.

The work package will comprise of a study, validation meeting and training workshops.

1.4.5 Capacity building and human capital development at the regional economic and fisheries organisations

This is a sweeping approach to encourage continuous capacity development in the DMRO and RFB by making provision of exchange of technical expertise and placement of national scientific and technical staff. Appropriate training needs assessment among DMRO and RFB will be conducted. Due emphasis will be laid on the promotion of the organisational culture, the sense of effective regional cooperation and particularly in the areas of knowledge and information sharing.

It is foreseen to run capacity-building programme including training workshops and the development of appropriate training materials.

STRATEGIC ACTION 1.5: FACILITATE COLLABORATION WITH OTHER REGIONAL INSTITUTIONS IN CHARGE OF NATURAL RESOURCES MANAGEMENT (E.G., REGIONAL SEA CONVENTIONS) AND SYNERGIES WITH RELEVANT PROGRAMMES

An inter-sector approach is essential for the sustainability of the coastal and marine ecosystems and the bedrock for sustainable fisheries. It is part of the continuous multi-scalar efforts for the consolidation of the integrated coastal management and the extension of well-managed marine protected areas to contribute to the Aichi Biodiversity targets in keeping with the potential climate risks. The approach is meaningful for the extension of the Ecosystem Approach to Fisheries, the mainstreaming of the Blue Economy Strategy in the marine fisheries as well as the operationalisation of the Marine Spatial Planning. The strategic action is geared to support regional institutions, non-governmental and community-based organisations, programmes and projects engaged in the conservation of biodiversity, the reduction of unethical practices which are damaging to the coastal ecosystems and the reduction of anthropogenic sources of pollutions. It aims to establish a close collaboration with the UNEP Nairobi Conference which is playing a leadership role in the regional marine protection. The following activities are earmarked under this component:

1.5.1 Improve coordination and synergies between the RFB and the Natural Resources Management and Governance (NRMG) institutions.

This activity is meant to assess the existing interactions/collaboration between the fisheries and the marine environmental management agencies, including associated initiatives at the

regional and national level. It will also map the key public and non-governmental organisations engaged in the conservation of marine biodiversity. This exercise is to enable the setting up of an appropriate platform or interface to facilitate coordination and partnership between these key pillars for the sustainability and resilience of the marine ecosystems.

For coherence and synergies among the marine fisheries and environment protection stakeholders, it is important to firstly identify and select the NRMG institutions and then create a forum/platform for the timely exchange of knowledge and information on the fisheries-habitats nexus among them. The expected outcome is a better understanding of the checks and balances to maintain the productivity and resilience of the marine environment. It is envisaged that the direct and indirect benefits to the local communities and society at large from adequate stewardship of the coastal and marine ecosystems will be documented. This will provide an opportunity to disseminate success stories, lessons learned and best practices to incentivize the upscaling and replication of analogous initiatives.

The work package will focus essentially on a mapping study followed by regional networking meetings.

STRATEGIC ACTION 1.6: IMPROVE DATA COLLECTION AND DATA MANAGEMENT IN SUPPORT OF MORE EVIDENCE-BASED REGIONAL POLICIES.

Correct policies and strategies that are diligently implemented can transform the lives of the poorest of the poor on our planet. Genuine political will and commitments are a prerequisite for sustainable economic growth and shared prosperity. In common jargon, it is said that sustainable development is about connecting people to humanity by means of appropriate policies and legislation. Thus, the power and process of policymaking can hardly be overstated at the various levels of governance in the least developed and fragile states of the EA-SA-I0 region for achieving the UN Global Agenda 2030, particularly, the overarching SDG 14 — conserve and sustainably use marine resources and environment. The availability of adequate and reliable data is useful across the project cycle management, from planning, change management, monitoring, control and learning. To advance informed policymaking and management decisions for sustainable fisheries, three broad types of data or indicators namely scientific, fisheries and economic must be converted into an iterative database on a regular basis. This strategic action furthers this ambitious and yet realistic project of establishing a regional integrated database/ Information Management Architecture for the marine fisheries in collaboration with the relevant players.

1.6.1 Design/Conceptualise a Fisheries Management Information System for the marine fisheries of the EA-SA-I0 region in consultation with all relevant stakeholders.

This activity will undertake the preliminary works for the establishment of a realistic web-driven regional database/platform for the marine fisheries of the EA- SA-I0 region. It consists of defining the scope of this mega-regional fisheries data architecture in terms of an input-output model. The study will investigate the existing database at national and regional levels to assess

the minimum data needs and gaps to operationalise a meaningful platform based on the real demand of these synthesized data and indicators.

The work package will comprise essentially of a study of the existing database and followed by training workshops on the establishment of a web-driven regional database.

1.6.2 Support the National Fisheries Data Repositories (Fisheries Administrations, Central Statistics Offices, NGOs) in selected/ volunteer countries to improve/ harmonise the fisheries and fisheries-related socio-economic data system.

The earmarked beneficiary countries will provide short-term technical assistance and opportunities for capacity building and exchange of knowledge, methodologies and best practices in data management and sharing.

IOTC, SIOFA and SWIOFC are producing data at primary level in most of the case, generated by the coastal states. The present action aims at developing the capacities of the whole chain of data producers to feed in the RFBs database; ultimately a Regional Fisheries Management Information System (RFMIS) serving the interests of the coastal countries may be created (subject to a feasibility study). The establishment of the RFMIS will require appropriate architectural and institutional setting, costs analysis and sustainability and management mode of the system. In this respect, a mechanism for the exchange of information between the National Fisheries Data collection, the RFBs and DRMOs will be established and operationalised. It is noteworthy that the relevant information will be shared with the DRMOs for their specific needs and that there is no duplication between the RFBs and the regional FMIS: RFBs are producing information serving their core mandates (fish stock management, fleets, IUU, etc) whereas the architecture of the regional FMIS will be tailored to the specific needs of the countries encompassing fish stocks, ecosystems surveillance, coastal fisheries, MCS issues. Some parts of the information can be shared with the DRMOs for some specific needs (regional and international trade, local processing, nutrition, value chain development).

The work package will consist of a feasibility study, acquisition of IT equipment and necessary software application, server, license, maintenance contract, coupled with the relevant regional meetings and training workshops.

1.6.3 Ensure effective connectivity or network/flow of processed data and indicators between the National Fisheries and fisheries-related Socio economic Data Repository Centres and the RFBs and DMROs.

The RFBs and DMROs are not involved in producing primary data and this function is carried out by the member states. This activity aims at establishing appropriate Standard Operating Procedures (SOPs) and Data Sharing Protocols for the exchange of fisheries and fisheries-related socio-economic data betweenNational Repositories and the regional and national stakeholders. It will contribute to the operationalisation of the Regional Fisheries Information System described at Activity 1.6.1. The outcome of this specific. activity will be an annual collection of information and dissemination of the results published by fisheries and ocean-related institutions/organisations.

1.6.4 Setting the foundation for the development of Blue Economy Statistics.

The development of the Blue Economy has captured the attention of the Heads of State and policymakers in the maritime facade of the EA-SA-I0 region. The new paradigm refers to the greening of the ocean-based activities or the operationalisation of the three fundamentals of sustainable development: Economic Efficiency - Social Equity — Environmental Integrity while coping with the potential external factors such as climate change and marine pollution. The FAO has formulated the Blue Growth Initiative to roll out the principle of Blue Economy in the small-scale fisheries. This activity will pilot Blue Economy Statistics in the selected island and coastal states based on the integrated coastal management or socio-ecological approach. Blue Economy roadmaps with full comprehensive policy framework are essential to achieve the desired outcome for this activity.

The work package will include case study reports prepared (best practices and lessons learned); annual reporting; capacity-building training sessions and communication/visibility materials.

STRATEGIC ACTION 1.7: MAP CHANGES IN THE RANGE OF FISH SPECIES AND STRENGTHENING THE MONITORING OF FISH STOCKS TO DETERMINE THE IMPACTS OF CLIMATE CHANGE AND OTHER ASSOCIATED FACTORS ON THE RESOURCES.

Climate change is the world's most impactful risk and will remain so for the years to come. It also acts as a threat multiplier and exacerbates other anthropogenic and environmental risks such as water and energy crises, land-use changes as well as the coastal and marine biodiversity. The vulnerability of the coastal fisheries depends on the interplay of different factors namely, the future potential climate impacts on the fisheries ecosystems and their productivity; the consequential socio-economic effects on the fishing communities and the economy, and the existing adaptive capacities to anticipate these threats and opportunities. This strategic action will support the beneficiary countries of the SWIO states to assess the potential impact of the climate change of the livelihood and wellbeing of the coastal fishing and fish worker communities. It will also facilitate the mainstreaming of climate change adaptation and resilience measures into the national fisheries policy frameworks.

1.7.1 Support to countries of the EA-SA-IO region for assessing and monitoring the socio-economic impacts of climate change and climate variability on the small-scale fisheries.

The main objective of this activity is to develop a framework to assess and monitor the potential impacts of the main drivers of climate change namely, ocean warming, sea-level rise and acidification on coastal fish resources and ecosystems such as the coral reef, mangroves and seagrass beds in the SWIO states. It will also probe the socio-economic effects of climate change on the livelihood and wellbeing of the fisher and fish worker communities. This activity

will require identification and collection of relevant climate-related indicators. The task will be carried out in collaboration with selected Research Science institutions as the National Fisheries Administration of the region.

Scientific institutions will be equipped to measure ocean production and main parameters illustrating the change of the biophysics of the ocean. They will be supported in the procurement of equipment and support services for the survey/ sampling and monitoring of marine eco-system. The Fisheries R&D Network will work in close collaboration with Meteorological Services as well as other relevant international institutions over the duration of the project to have an insight of likely impacts of climate change on key fish species. An analysis of oceanic primary production (plankton and other parameters) will be crucial. It is worth noting that there are already studies (cf recently study from FAO on the impact of climate change on fisheries) - with detailed information on the Indian Ocean region.

The work package will consist of report and dissemination of information, and communication materials; supply contract; scientific reports produced.

1.7.2 Mainstreaming of the Climate Adaptation and Resilience measures into the regional and national fisheries policy frameworks and management plans.

The activity will assist the National institutions, DMROs and RFBs in charge of fish stock assessment, living resources and ecosystem biodiversity in the incorporation of climate adaptation and resilience strategies and action plans into their respective policy and institutional frameworks. The beneficiary countries will be supported through appropriate skill development, training and capacity building initiatives.

Analytical capacities are essential to measure and plan actions against climate change. To uphold ocean and fisheries in the climate priorities per country, the work package will include studies, validation meetings, training and provision of IT equipment with software application (supply contract). These will be commissioned to assist countries, DRMOs and RFBs with stronger analytical works on the climate effects to the attention of the decision-makers. Dissemination of selected studies (at least 4) in the fields of socio-economic impacts of climate change will be promoted in the region.

STRATEGIC ACTION 1.8: SUPPORT THE ADOPTION AND IMPLEMENTATION OF FISHERIES MANAGEMENT MEASURES AIMING AT PROTECTING MARINE BIODIVERSITY WITH REGIONAL IMPACTS.

Fish and other commercially exploited species are sources of human livelihood and wellbeing as well as an important component of the marine biodiversity. Integrated management is crucial to ensure that both dimensions are looked after iteratively. This strategic theme intends to enhance the collaboration between the regional fisheries and marine environment protection organisations. Activities earmarked under this component include:

1.8.1 Support the strengthening of regional, national and local initiatives in the concept of coastal and marine integrated management.

The activity will assist community-based and non-governmental organisations and collaborate with international and regional environmental agencies namely, the UNCBD, UNEP/Nairobi Convention to contribute to strengthening the marine protection and conservation initiatives such as the Integrated Coastal Management and Marine Protected Areas in the region. It will also support local initiatives for piloting Marine Spatial Planning as a toolkit for integrative and multi-stakeholder management of marine areas. Another important activity will relate to the sharing of lessons-learnt and best practices in the region on fragile ecosystems. This is essential in the context of the implementation of blue economy initiative.

The work package will comprise of services contracts, scientific studies, production of scientific reports, and appropriate communication materials for awareness-raising/sharing of lessons learnt and best practices.

1.8.2 Promotion of the Voluntary Marine Conservation Areas (YMCA) among the local communities and NGOs.

The concept of VMCA is still new in the SWIO region and this activity will undertake sensitisation and awareness-building campaigns to promote this innovative approach for the setting up and effective management of marine conservation areas among the local communities.

The work package will consist primarily of sharing of lessons learnt through the use of appropriate communication materials.

1.8.3 Support the initiatives for conservation and management measures aimed at protecting marine biodiversity.

The protection of marine biodiversity along with conservation and management measures for fisheries resources and ecosystems are indissociably to advance a sustainable marine environment in a holistic way. The activity will review/adapt the existing frameworks and guidelines to ensure the practicability of this integrative approach in-context of the local socio-ecological factors. It will also harness and disseminate a compendium of experiential learning, best practices and success stories to the targeted stakeholders, with the engagement of the media for a multiplier effect.

Work package shall consist of guidelines on management measures, a compendium of best practices and success stories within the region and the use of appropriate communication materials such as the media.

1.8.4 Support countries for the conservation and rehabilitation of aquatic resources and ecosystems.

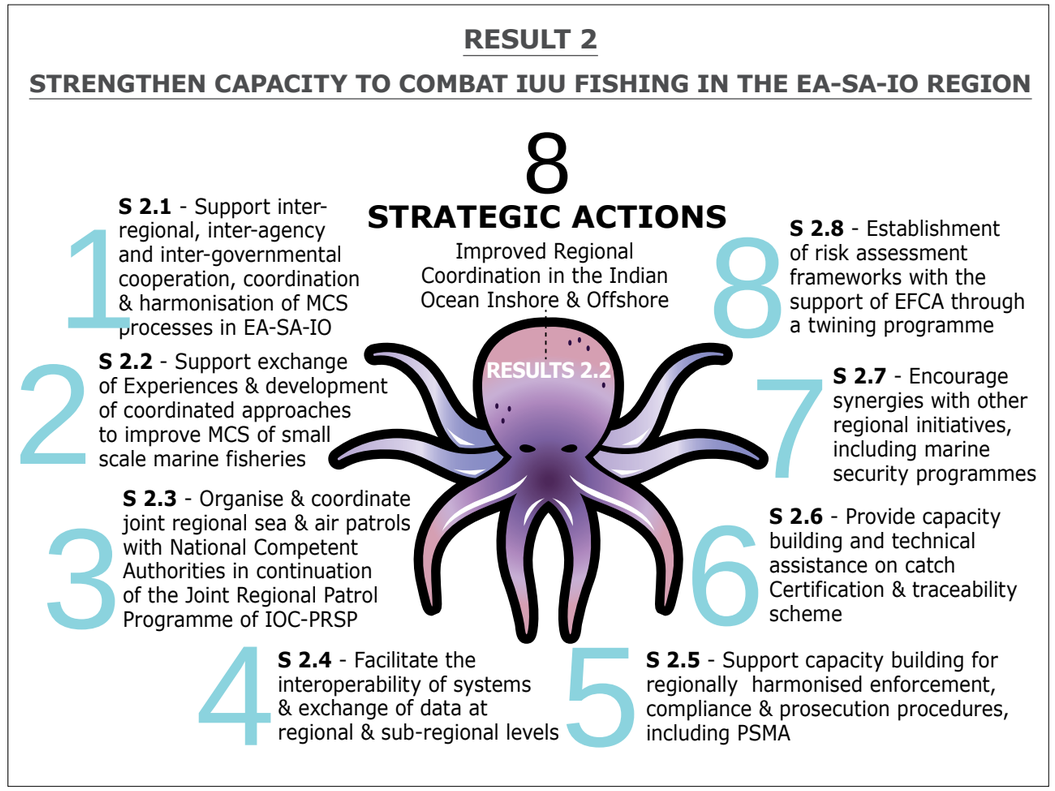
Reform and rehabilitation of the coastal fisheries resources and habitats is a major challenge for ensuring the sustainability of local socio-ecological systems including livelihoods, wellbeing and cultural diversity.

The work package will include Technical assistance that will be deployed to better assist the beneficiary countries with the elaboration of guidelines, roadmaps and measures that aim at addressing the main threats.

RESULT 2: STRENGTHENING THE CAPACITY TO PREVENT, DETER AND ELIMINATE IUU FISHING IN THE EA-SA-I0 REGION.

IUU is the result of poor management and governance which is exacerbated by overcapacity and overfishing or declining productivity/profitability of the fishing sector which can be characterised as a 'sloppy slope'. MCS stands for Monitoring, Control and Surveillance which are the antidotes for IUU fishing. However, it cannot be carried out effectively without an effective fisheries management system that comprises Policy and Legal Framework, Governance Systems and Compliance and Enforcement. A recent peer-reviewed study on the magnitude of unreported or under-reported fishing and fish mixing has increased due to loopholes and weaknesses in the compliance and ineffectiveness in the compliance and enforcement measures. The IUU fishing in the national small-scale fisheries is an oxymoron because the sub-sector is predominantly open access and poorly regulated. Therefore, the reinforcement of MCS activities in the industrial and small-scale fisheries of the SWIO fisheries solicits an integrated but differentiated approach.

Specific to Marine fisheries: Strengthening the capacity to fight IUU fishing in the Indian Ocean region through improved regional coordination mechanisms.



STRATEGIC ACTION 2.1: SUPPORT INTER-REGIONAL (AT REGIONAL LEVEL), INTER-AGENCY AND INTER-GOVERNMENTAL MCS COOPERATION, COORDINATION AND HARMONISATION PROCESSES IN THE EA-SA-I0 IN VIEW OF A MORE EFFECT IVE FIGHT AGAINST IUU FISHING.

2.1.1 Sustain and reinforce the RFBs and National Organisations involved in the Fight against IUU fishing.

Fighting IUU in isolation is meaningless. Hence, the rationale for increasing synergies on MCS in the region. This PE will offer the opportunity to develop and further strengthen cooperation and information sharing capabilities among members of the region to prevent, deter and eliminate IUU fishing. Technical support will be provided to the existing Working Groups (WG) and regulatory/enforcement national institutions actively engaged against IUU fishing. If needed, external support could be solicited to train and develop MCS officials in the region to improve their operational effectiveness, enhance their skills and build their capacity to address IUU fishing. A working relationship will be established with other countries, regional and international organisations and, where applicable, define a protocol/MOU for sharing information. A scorecard analysis of the MCS practices will be documented and published on a regular basis.

The work package to attain the objectives of this activity shall be technical supports, capacity building/peer reviews and scorecard analysis.

2.1.2 Adherence to the International MCS network and other international initiatives by supporting the participation of selected countries and RFBs.

Participation in International Meeting focussing on improved MCS initiatives will be promoted. The exchange of ideas, new methodologies and approaches used in other regions will be very interesting information to share with all stakeholders in the Indian Ocean. This information will provide a strong base to analyse the possible improvements to implement in the region. Also, the lessons learnt in theregion will be shared with other international partners to contribute to the global efforts in MCS and to fight against IUU.

The work package will focus essentially on regional missions as part of sharing of expertise.

2.1.3 Regional Action Plan to combat IUU fisheries activities.

An IUU Regional Action plan will be produced based on the past achievements and lessons learned. This Action Plan will be dedicated to supporting enhanced and cost-effective MCS practices. Complementary activities like risk analysis, cost-effectiveness analysis will be implemented to feed the final document.

The work package will relate to the production of a Regional Action Plan.

2.1.4 Assessment of the cost-effectiveness of joint patrols and improvement with the use of emerging techniques and technologies.

The rationale for continuing the development of the previous joint patrols and the need to fully gauge the technical and financial aspects of such patrols will be carried out by IOC with the support of appropriate technical assistance. New approaches will be taken into account like pooling the resources, quick action groups or surveillance with drones. The use of emerging techniques and technologies will be addressed as well.

The work package to achieve the objectives of this activity will include a study on the cost-effectiveness analysis of the joint patrols and the acquisition of the necessary novel equipment for demonstration/training based on the study.

2.1.5 Implement the MCS measures related to regional and national inspectors.

The inspectors are the foundation of all the actions in MCS so a special focus will be put in this activity. A regional inventory of inspectors will be elaborated. After a need's assessment analysis, a set of actions in capacity building will be implemented. One of the capacity building actions will be the establishment of Standard Operations Practices to orientate and assure minimal conditions to the inspection missions.

The work package will comprise of the elaboration of a regional inventory; training needs assessment, capacity-building and establishment of SOPs.

2.1.6 Joint Monitoring Control and Surveillance Patrols with other partners in the region.

Joint patrols must be prepared in advance and well documented beforehand. A careful planning and time scheduling of the joint patrols are foreseen. Logistics, payments and estimated costs must be done. Confidentiality and restricted access to information must lead to a selection of key stakeholders.

The work package will be the development of a roadmap with annual plans.

2.1.7 Linkages with existing MCS mechanisms.

The lessons learned from EDF10 SmartFish must be taken up, notably the sustainability and utility of a regional VMS centre. There is a need to re-evaluate the performances of a regional VMS centre and re-design its mandate and scope of operations in the context of the SWIO region.

The work package will include a feasibility study presenting several technical options among which the regional VMS centre is one of them, possible relocation and installation of servers; procurement of IT materials; national meetings; training of administrators/users & license and maintenance contracts.

2.1.8 Review legislation to enhance the effectiveness of the MCS activities.

Necessary short-term technical assistance (STEs) will be recruited to carry out an assessment of the relevant legislation and thereafter propose relevant amendments to the MCS legislation in countries.

The work package will consist of a policy regulatory and enforcement study and relevant capacity-building programme.

2.1.9 Institutionalisation of the Regional Fisheries Surveillance Plan (RFS but commonly known as PRSP).

PRSP is being touted as the model. It, therefore, must be sustained. The sustainability of the PRSP as an IOC-led initiative has been advocated in the last PRSP Ministerial meeting held in July 2017. A financing mechanism has not yet been developed in which Participating States should be contributing. Hence the need to establish an efficient operational structure to deliver sustainable MCS operations in the SWIO region is a key issue. Activities related to licensing, maintenance of VMS exchange system and other related activities for the proper functioning of the PRSP have to be addressed as well. The organisation of at least two Ministerial Meetings during the implementation of the PE has been proposed in view of institutionalising the PRSP.

The governance of the PRSP is provided by a Regional Coordination Unit (RCU). Regional Coordination Unit meetings of the PRSP will be re-activated. The RCU coordinates the multilateral activities of the Regional Fisheries Monitoring Action Plan to combat IUU fishing. It acts as a facilitator and catalyst between the Fisheries Monitoring Centres and the IOC Member States and Participating States to the PRSP, defines the sequence of the various action plans, and decides on the choice of actions and training. This PE will provide for the organisation of quarterly meetings of the RCU.

The work package will consist of elaboration of reports, missions, conference, RCU meetings.

2.1.10 Operationalisation of the accreditation of Southwest Indian Ocean Coastal State Inspectors.

The objective of the MoU is to develop and maintain criteria for accreditation, certification, training and exchange of inspectors, data sharing, planning and coordination of inspector deployment among the Southwest Indian Ocean Coastal States Training workshops will be foreseen. Support for implementation of Regional Observer Programme and for capacity building of Scientific Observers and Inspectors are to be undertaken in this PE.

The work package will comprise essentially of training workshops.

STRATEGIC ACTION 2.2: SUPPORT EXCHANGES OF EXPERIENCES AND THE DEVELOPMENT OF COORDINATED APPROACHES TO IMPROVE MCS OF ARTISANAL AND SEMI-ARTISANAL VESSELS TARGETING SHARED MARINE RESOURCES.

Activities under this strategic action will promote regional efforts in support of national coastal MCS activities to combat illicit fisheries. The goal of the project is to ensure sustainable fisheries within the region. In this regard, specific supports to the coastal countries are seeking to effectively manage their fish resources. In many countries coastal resources have been depleted by the continuous expansion of users through the open-access fisheries management approach. The only way that the policy and management decisions can find any adhesion and be

implemented is to embark on effective Monitoring, Control and Surveillance programs that can measure implementation and enforce compliance with management measures.

The aim of this Strategic Action is to ensure that countries will trend to achieve strong MCS practices. It is therefore proposed to support robust interventions to reduce IUU fishing.

2.2.1 Direct support to Fisheries Departments of Participating States of the PRSP and other regional MCS mechanisms in the EA-SA-I0 region to conduct MCS operations to combat IUU fishing through the provision of, among others, necessary equipment and logistics.

Building the necessary national capacity between the several Fisheries Departments of Participating States to conduct MCS operations in the State, to improve the efficiency and the effectiveness of the actions. Support to the several MCS departments with specific materials such as IT equipment, relevant software application and server, license and maintenance contracts and communication tools.

The work package will comprise of a capacity building programme, purchase of IT equipment with relevant software applications, server, licence & maintenance contracts and communication tools.

2.2.2 Undertake awareness and sensitization campaigns to influence the fishers sustainable fishing methods

As part of the Communication and Visibility Plan, to conduct Sensitisation / Awareness Program / Communication / Brochures / Pamphlets / Short film / TV Spot as well as i) Design media campaign for posters and radio (the most effective — illiteracy rate high) and ii Initiate campaign and message opportunities for National Competent Authorities and governments and decision-makers.

The work package will focus on the production and dissemination of a number of visibility materials and using communication tools / social media.

2.2.3 Support the national MCS units through provision of expertise, training and guidance on a short-term basis.

The regular presence of Enforcement Officers from the Coast Guard and Fisheries Protection Services (FPS) in support of the MCS unit would be promoted.

The work package to achieve the objective of this activity would be through the setting up of a capacity-building programme.

STRATEGIC ACTION 2.3: FACILITATE THE INTER-OPERABILITY OF SYSTEMS AND EXCHANGE OF DATA AT (SUB) REGIONAL LEVEL.

2.3.1 Set-up an on-line data service for exchange of data from respective RFBs

Data Management Plans for SWIO Fisheries exist individually but are not streamlined in a centralised manner. It is therefore proposed to:

i) Continually review fishery statistics requirements for research, policymaking and management.

ii) Agree on standard concepts, definitions, classifications and methodologies for the collection and collation of fishery statistics; and

iii) Make proposals for the coordination and streamlining of statistical activities among relevant intergovernmental organizations.

As part of a Regional Fisheries Management Information System (RFMIS), relevant expertise will be recruited via setting up an online data discovery service to understand what data exist and who are the organisations responsible for their management.

The work package will include study, training and acquisition of IT equipment with a relevant software application.

2.3.2 Develop standards for MCS reference data, formats, procedures and tools.

To adopt standards, procedures and tools for reference data as applied for the codification of metadata and data. Needs Assessment to be undertaken followed by the development of standards for reference data. Training on the use of the standards is to be foreseen.

The work package will comprise of Needs Assessment followed by training workshops.

2.3.3 Implementation of conventions for the data structures.

Exchanges and adoption of data structures (units, names etc) are needed to harmonize and later, merge the information at regional level. Conference and seminars are foreseen for this activity.

2.3.4 Displaying and accessing datasets.

Development of an internet system to facilitate access at several levels of confidentiality to the regional MCS data. Development of mobile apps and systems to easily introduce and verify MCS data.

The work package will focus on a service contract to develop internet system and capacity building.

STRATEGIC ACTION 2.4: SUPPORT CAPACITY BUILDING FOR REGIONALLY HARMONISED ENFORCEMENT, COMPLIANCE AND PROSECUTION PROCEDURES IN THE FISHERIES SECTOR - INCLUDING SUPPORT TO THE IMPLEMENTATION OF THE PORT STATE MEASURES AGREEMENT.

2.4.1 Coherence of enforcement, compliance and prosecution procedures and practices relating to the Port States Measures.

Legislation of countries is not harmonised with respect to the enforcement, compliance and prosecution relating to the Port States Measures. Building capacity on the implementation of Port State Measures through specific training, technical support to landing places' inspectors, officers and legal personnel. Special attention would be dedicated to the coordination and exchange of information from the Port States Measures program to the rest of the MCS actions.

The work package will comprise of study on needs assessment and training workshops.

2.4.2 Undertake additional training where required of Fisheries Monitoring Centres operations to implement Port State Measures.

Training needs assessment to implement Port States Measures would be conducted. The assessment will cover all the aspects of the Port States Measures including legislation, enforcement, and implementation. According to the results of the assessment, a set of specific training would be provided to inspectors, officers and legal personnel.

The work package will include: i) Training Needs Assessment; ii) Training and/or sensitization of the office of the Director of Public Prosecution (DPP) and Presiding Officers (Judges) on fisheries issues is highly essential; and iii) Sensitization of Judges through formal and informal short courses and seminars among others. The capacity-building programme should lead to the development and publication of multilingual training materials, including e-learning modules.

STRATEGIC ACTION 2.5: PROVIDE CAPACITY BUILDING AND TECHNICAL ASSISTANCE ON CERTIFICATION AND TRACEABILITY SCHEMES.

2.5.1 Training to the Competent National Authorities in the validation of EU catch certificates and RFBs catch certificate schemes (where applicable).

Traceability is a crucial tool to fight against IUU fishing. The use of new technologies like blockchain would improve the efficiency of that tool.

The work package will comprise of training workshops and the development of training materials in the use of traceability schemes and new technologies.

2.5.2 Develop and implement training & capacity building programs for the fisheries sector.

Establish a regional network of training institutions for capacity building for fisheries as well as supporting the preparation of modules for training and implementation on traceability.

STRATEGIC ACTION 2.6: ENCOURAGE SYNERGIES WITH OTHER REGIONAL INITIATIVES INCLUDING MARINE SECURITY PROGRAMMES.

2.6.1 Support to the exchange of intelligence information related to vessels' activities, including maritime safety and security issues.

There is already a system in place since a decade for the Surveillance and Control of Fisheries and another one is being established to address all the different maritime crimes under the MASE Programme. There is a need to ensure complementarity.

Work on a unique and shared vision for MDA using only one interface in the region around the followings.

- A state of play of the activities at sea which may have an impact on the maritime safety and the security, on the surveillance of fisheries and on the marine environment
- The abnormal behaviour at sea, for example, meetings at sea, the stopping of fisheries vessels on the open sea, which is expected to have an incidence on the control of fisheries for the benefit of the FMC.
- The continued surveillance of fisheries activities in fishing zones or any other defined maritime zone.
- The processing and the correlation of the maritime information, that is the fusion of the VMS, AIS data and the satellite images and the follow-up of the fisheries vessels (requiring the agreement of the concerned State).
- The weather-oceanography data - such as the temperature of the surface of the sea, cyclonic alert, sea-surface currents, the colour of the water and the meteorology (pressure, wind, height of wave). Such information could be superimposed with the positions of vessels.

The work package to meet the key objective of increasing safety and security of fishers at sea will revolve around technical support for the exchange of information through training workshops.

2.6.2 Establish a working relationship with other regional initiatives in maritime security in the region for information sharing.

A system of coordination and communication would be established between E€OFISH and

regional initiatives in marine security to exchange sensitive information of interest to the other project to facilitate complementarity and sum of efforts.

The work package will consist of MCS Networking Mechanism and annual regional meetings to facilitate coordination among the regional initiatives.

2.6.3 Harmonise fisheries MCS tools and processes with those of EU-funded MASE programme.

Mechanisms to be established for fishing vessels tracking and reporting systems within the systems developed under the MASE programme in view of curbing down NU fishing.

A study on the possibility of merging technically the two MCS systems will be explored.

STRATEGIC ACTION 2.7: ESTABLISHMENT OF A REGIONAL RISK ASSESSMENT FRAMEWORK WITH THE SUPPORT OF EFCA THROUGH A TWINNING PROGRAMME.

2.7.1 Enhance the Regional Coordination for MCS through cooperation with European Fisheries Control Agency (EFCA) through:

- The implementation of the methodology will be organised through a service contract with EFCA.
- EFCA collaborative workshop on risk analysis and information sharing was already delivered through a training workshop that took place in Mauritius in September 2017 under EDF10 SmartFish programme. The workshop was a success, and a number of recommendations were made for future collaboration with EFCA and assistance to countries to develop their national risk analysis programme.

Actions proposed:

- Kick-off of activity meeting
- Preparation of global methodologies (national and regional)
- Adoption of methodologies
- Training on the job with MS experts
- Basis for tactical risk assessment

The work package will focus on workshops to address the following:Preparation of a global methodology (regional and national): information

- sources, intelligence, data need.
- Training/capacity-building in the implementation of the methodology; and
- Practical implementation of the methodology in conducting joint regional fisheries patrols.

2.7.2 EFCA will prepare in cooperation with regional and national authorities the annual risk management strategy based on a Risk Assessment Methodology and SOPs.

An Annual exercise to establish risk assessment and base the regional and national operations on it will be organised and supported by EFCA

The work package will comprise of workshops and service contract with EFCA. Actions proposed:

- Risk Assessment - Identify the main source of information.
- Risk assessment - Analyse causative factors contributing to the risk.
- Risk assessment - compliance indicators to estimate the likelihood and potential impact of risks.
- Guidelines for step-by-step risk assessment.
- Training on risk analysis for MCS data.

STRATEGIC ACTION 2.8: SUPPORT REGIONAL AND NATIONAL OBSERVER SCHEMES.

2.8.1 Review and re-orientate the Development of Standard Operating Procedures (SOPs) for observers.

Review the current situation of the implementation of the regional SOP for observers and re-orientate it as necessary. Provide technical support to implement the new orientation.

This activity will be implemented through a validation workshop and sub-regional meetings.

2.8.2 Review and re-orientate the development of Information Exchange Protocol.

Review the current situation of the implementation of the Information Exchange Protocol and re-adjust it as necessary. Provide technical support to implement the new orientation.

The work package will comprise of technical support on information exchange protocol and relevant legal workshop will be organised at the regional level.

2.8.3 Review and strengthen the National Observer Programmes (NOPs) in the Member States.

As all IOC Member States have set up NOPs and being given that the other SWIOFC Member States joined the late EDF10 SmartFish MCS activities, it is imperative that Kenya, Tanzania and Mozambique set their NOPs. It is proposed to review the current situation of the implementation of the National Observers Programs and orientate it as necessary. Provide technical support to implement the new orientation.

Work package includes technical assistance for setting up NOPs and sub-regional training workshops.

2.8.4 Review and re-orientate the implementation of Regional Observer Standard (ROS) in partnership with IOTC, including optimising the use of the observer report.

It is intended to improve the reliability of IOTC Scientific Reports according to flags and fishery areas.

In the long run, a Regional Observer Programme (ROP) will be set for the benefit of one and all. IOTC will be approached to certify the ROP scheme that will be proposed by the IOC under E€OFISH in partnership with SWIOFC. IOTC is presently finalising a ROS and the region will be trained on the ROS and ultimately move on with the ROP. This is part of the ROS and will be used to assist the elaboration of scientific reports for management decision.

The Scientific Fishery Observation is a requirement as per IOTC resolution 11/04 to improve the collection of scientific data. CPCs are required to cover at least 5% of the number of operations/ sets for each gear type by the fleet.

The work package will Review the current situation of the implementation of the Regional Observer Standard (ROS) in partnership with IOTC and re-orientate it as necessary. Provide technical support to implement the new orientation.

1ST STEERING COMMITTEE MEETING 5-6 FEBRUARY 2020 NAIROBI, KENYA

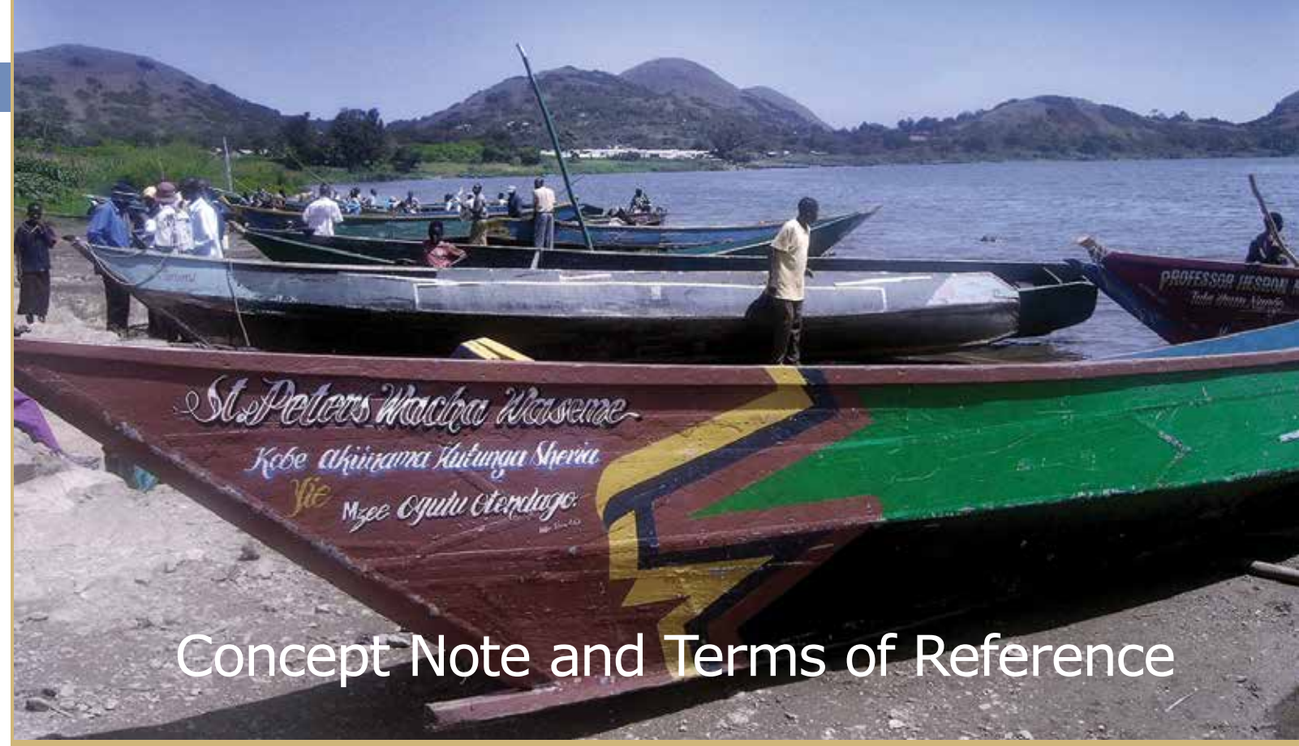
E€OFISH
1ST STEERING COMMITTEE MEETING
5-6 FEBRUARY 2020, NAIROBI, KENYA

TABLE OF KEY CONCLUSIONS/ RECOMMENDATIONS

REF	MODULE / CONCLUSIONS / RECOMMENDATIONS	REMARKS
Module 1: Follow up on the Conclusions / Recommendation of 1st Technical Meeting of Nov 2019		
	All attended / No further action	TL/PC
Module 2 (A): Overview of the operational aspects of the E€OFISH Programme		
	For Information / No Comments	TL/PC
Module 2 (B): Overview of E€OFISH Direct Management Components (CFP, C&V, TAT, A & EE)		
2.1	To explore the opportunity for promoting a regional platform/network for sharing lessons learned and best practices among the awarded project and other relevant stakeholders under Result 3.	EUD MUS / PM TAT
2.2	The pool of Non-key Experts available under the Service Contract with Incatema Consortium to be utilized judiciously by the Programme Implementers with the objectives and guidelines of the E€OFISH Programme	EUD MUS / PM TAT
2.3	To acknowledge the fact that there is no shortage of polices in the region's fisheries sector but a lack of capacities to implement them effectively.	EUD MUS / PM TAT
2.4	To undertake appropriate measure to systematically avoid overlaps and duplication of efforts through proper coordination and collaboration with other programmes /projects in the region.	EUD MUS / PM TAT
2.5	To develop a framework or guidelines to capitalize on lessons learned and best practices for sustainable fisheries	EUD MUS / PM TAT
Module 3 – E€OFISH Programme Management and Governance Structures		
	No specific comments and no decision were taken	
3.1	To develop and share a Concept Note and ToRs on the proposed multi-layer Governance Structure for the E€OFISH programme to be finalized at the next SC meeting. (Action cannot wait until next SC meeting. Therefore, a virtual consultative process will be initiated)	TL/PC
3.2	The DMRO's to facilitate the setting up of National Focal Points in the twelve partner countries of the IOC-Marine Fisheries Work Plan (It is a critical factor for implementing the planned activities).	TL/ PC DMRO

3.3	The minimal operating cost of the National Focal Points will be borne by the (IOC) marine Fisheries Programme Estimates.	TAT/ IOC EUD MUS PM
3.3	To lay emphasis on the importance of effective communication in the proper functioning of the coordination mechanism	TL/ PC C&V
Module 4 – LVFO Work Plan		
4.1	The Chair advised that the SC has no authority on the LVFO WP. The presentation is meant to ensure compliance with the Objectives and Guidelines of the Financial Agreement. It is also useful to ensure synergies with the other Work Plans of the Programme.	LVFO TAT
4.2	To explore how the learning investments and best practices of the LVFO can be shared with other inland water bodies.	LVFO/ TAT
Module 5 – LTA-FAO Contribution Agreement (aka LTA Work Plan)		
5.1	The Chair recalled that ANABEL was replaced by FAO. The latter will also attend the next SC meeting.	LTA/ TAT
Module 6 (A) - (IOC) Marine Fisheries Work Plan – Result 1		
6.1	Recruitment of an initial STE for 60 working days for 3 calendar months for each of the 5 DMRO's to assist their Fisheries Expert / Focal Point in the operationalization of the relevant Programme Governance Structures (SR-TWG and NFP) and the strategic planning of their prioritized activities as well as the sub-regional chapter of the cross-regional interventions. The TOR will be developed jointly by DMRO and IPMU.	TAT/ PC EU MUS PM DMRO's
6.2	Appointment of a home-based Regional Programme Coordinator or Liaison officer to support and coordinate the programme activities among the 4 African DMRO's, including the awarded projects of Result 3. The post to be filled in the 2nd semester 2020.	TAT/PC IOC/EU MUS PM DMRO's
6.3	Appointment of an experienced Programme Assistant to assist the IPMU to cope effectively with the anticipated workload of Results 1 and 2.	TAT/PC IOC EU MUS PM
6.4	Acknowledge that adequate arrangement has been made by the IOC Secretariat and EUD Mauritius to cope with the expected workload to be generated by E€OFISH.	IOC EUD MUS TAT
6.5	E€OFISH Marine Fisheries Work Plan to support a technical study for the setting up of an RFB in the IGAD region (Remark: this activity is already included in the approved PE and WP)	TAT IPMU
Module 6 (B) – IOC Marine Fisheries Work Plan Result 2 MCS		
6.6	The Chair recalled that the IOC-PRSP has its Governance Structure and SC Meeting cannot make any decision on its behalf. The following points will be raised at its next Regional Coordination Unit.	

6.7	Sustainability of the IOC-PRSP needs to be anticipated. (SADC)	Proposed by SADC
6.8	Planning a sub-regional VMS Centre in the IGAD region.	Proposed by IGAD
6.9	Extension of the IOC-PRSP to Southern-Eastern Atlantic (RSA +Namibia)	Proposed by SADC
6.10	MTC SWIO Industrial Tuna fisheries approved; informed by SWIOFC.	
6.11	To strengthen collaboration with IOTC on ROP.	TAT/IOTC
Module 6 (C) – Communication & Visibility (Cross-cutting)		
6.12	E€OFISH is a cross-regional Programme and all partners' visibility to be ensured.	EUD MUS C&V
6.13	C&V to focus on the EU-DMRO's collaboration.	EU MUS / C&V
6.14	To expedite the Branding of E€OFISH.	EU MUS / C&V
Module 7 – Monitoring, Evaluation and Learning		
	No Comments: The importance of MEL as an in-built project management process is acknowledged by all.	TAT / IPMU
6.15	An appropriate MEL mechanism to be operationalised at the IPMU.	TAT/IPMU
Module 8 – Administration & Finance		
	The meeting took note of the various Work Plans, administrative arrangements and budgets.	IPMU/AAF
6.16	The IOC as the Regional Authorising Officer to provide the big picture of the programme spending and commitments. A template to be prepared and shared to harmonise the process.	IPMU/AAF
6.17	DMRO's to forecast their activities so that the IPMU can anticipate them promptly.	IPMU/AAF
6.18	An E€OFISH administrative and financial guidebook/manual to be prepared and shared after the establishment of the IPMU.	IPMU/AAF
Module 9 – Policy Dialogue		
	Regional fisheries forum to be considered by E€OFISH on the side-line of RFMO/RFB meeting.	
	The willingness of SADC MCS CC to work in partnership with the IOC-PRSP.	
	To clarify the areas of collaboration between E€OFISH and IOTC to be more result-oriented.	
	SWIOFC Secretariat to be available to discuss effective collaboration with E€OFISH as from the 2nd trimester 2020.	



Concept Note and Terms of Reference

E€OFISH

MARINE FISHERIES

RESULT 1

1. INTRODUCTION

The proposed assignment is ***a stepping-stone to enhance the operational capacities of the DMRO's*** for the sustainable management of marine fisheries in their respective areas and collectively, at the EA-SA-IO level. This initiative consists of providing a Non-Key Expert for 60 working days over 3 calendar months to each relevant DMROs to support their respective Fisheries Expert or Focal Point in setting up of the appropriate programme governance structures at sub-regional and national levels as well as initiating their prioritised interventions, including the sub-regional chapter of selected ***cross-regional interventions*** of the E€OFISH Programme[20]. The contract is arranged against the backdrop of the approved first-year of operation of the Marine Fisheries (IOC) Work Plan and the Recommendation 6.1 of the 1st Steering Committee Meeting of 5-6 February 2020. This Concept Note outlines the modus operandi of the assignment before presenting a Draft Terms of Reference to trigger an effective consultation with the relevant stakeholders and beneficiaries.

2. BACKGROUND

Regional economic integration is an eminent strategy for the developing and least developed countries worldwide, including the African continent to overcome the hurdles of indiscriminate global trade policies in pursuing the pathways of an accelerated economic transformation. It is also inevitable for the sustainable management of shared fish stocks and supply chain ecosystems to cope with trade and environmental challenges which are a common threat to livelihood and wellbeing of the local communities. Emphasizing on its cross-regional mandate[21], the E€OFISH Programme aims at ***empowering the DMRO*** to play a more proactive role in pushing for the sustainable management of the marine coastal fisheries and habitats of the EA-SA-IO region within the emerging Blue Economy Strategy.

Well-managed, the marine fisheries can be a driver of accelerated economic growth, shared prosperity and environmental stewardship in the coastal rural communities and the populations at large. However, the sub-sector is often publicised from the global perspective of food security and poverty reduction while underestimating its economic potential as a growth sector. Since the turn of the 20th Century, the DMRO's have experienced an inflated mandate following the socio-economic and ecological aspirations of the international community through the UN SDG and the Multilateral Environment Agreements (MEAs) without acquiring adequate capacities to implement them effectively[22],[23].

The value-added of the DMRO's as development facilitators in the fisheries sector lies in the trickle-down effects of their regional policies and strategies onto the partner countries. The

20 A comprehensive background document has been circulated to all stakeholders and beneficiaries to enable a common understanding of the vision and mission of the E€OFISH Programme. It should be seen as a living document that will adapt constantly to the diverse, complex and dynamic environment of the sector.

21 Cf. The Regional indicative programme of EA-SA-IO 2011-2020 signed on the 5th July 2015 between the European Commission and the five Duly Mandated Regional Organisations – COMESA, EAC, IGAD, IOC and SADC.

22 Byiers B et al, 2016 (ECDPM, a leading independent think tank that wants to make policies in Europe and Africa work for inclusive and sustainable development) - The Political Economy of Regional Integration of Africa: An evaluation of the structural and functional capacities of the African Regional Economic Communities.

23 The African continent is not short of development policies and strategies but adequate capacities to implement them. For instance, Transforming Africa 2063 is a comprehensive roadmap for mainstreaming the UN-SDG in the African countries. Similarly, the AU Policy Frameworks and Reform Strategies 2017 provides the guideline for the sustainable management and development of the African wild and farmed fisheries.

E€OFISH Marine Fisheries (IOC) Work Plan is poised to enhance the political economy of the EA-SA-IO marine fisheries in alignment with the AU Policy Frameworks and Reform Strategies and FAO Blue Growth Initiative. It will also boost the operational capacities of the DMRO's by creating a set of strategic tools for informed policymaking and monitoring.

3. THE HIGH-LEVEL OBJECTIVES OF THE E€OFISH PROGRAMME

The ***"Contribution of Sustainable Fisheries to the Blue Economy of Eastern Africa, Southern Africa and the Indian Ocean region (ES-SA-IO) - "E€OFISH" programme is financed by the 11th EDF Cross-Regional Initiative24.***

The Financial Agreement was signed by the European Union and the Indian Ocean Commission, on behalf of the five Duly Mandated Regional Organisations of the EA-SA-IO region on the 13th September 2018. The programme is managed by the EUD Mauritius and implemented by the IOC Secretariat in collaboration with the sub-regional development partners. It has a financial envelope of ***EUR 28 million and a life span of 62 months.***

The overall objective of the programme is ***"to enhance equitable economic growth by promoting sustainable fisheries in the EA-SA-IO region"***.

The specific objective is ***"to support sustainable management and development of fisheries in order to contribute to poverty alleviation, food and nutrition security while addressing climate change resilience and enhancing marine biodiversity"***.

The programme consists of three inter-connected Results which are as follows:

Result 1 Enhanced Policy and Institutional Frameworks
Result 2 Improved Monitoring, Control and Surveillance capacities
Result 3 Call for proposals to demonstrate Sustainable Management/Development and Inclusive Governance in the inland and marine small-scale fisheries.

The programme is supported by a Technical Assistance Team comprising a Fisheries Economist/ Team Leader who is also responsible for the overall technical coordination of the Programme; an MCS Expert and a Communication and Visibility Expert.

3.1 MODUS OPERANDI OF THE MARINE FISHERIES (IOC) WORK PLAN

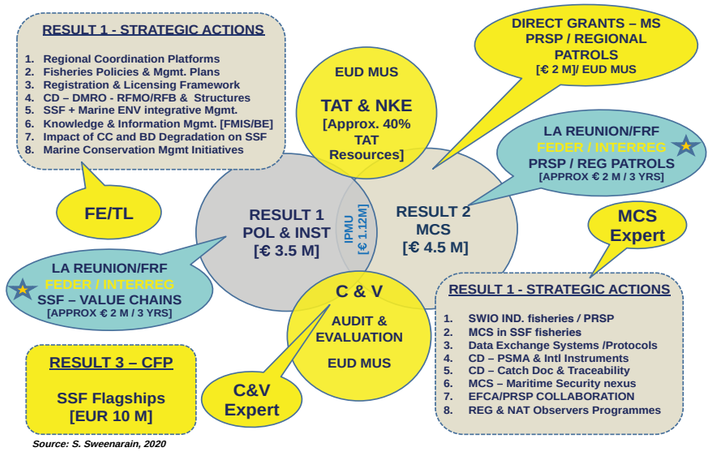
The Marine Fisheries Work Plan is a complex and multi-faceted programme which is implemented by the IOC Secretariat. It has a budget of EUR 9,750,000 representing about 34% of the E€OFISH financial envelope. The funding allocated to Result 1 – Enhanced Policy and Institutional Frameworks is in the tune of EUR 3,510,000. Besides the anticipated synergies with Result 3 – Call for Proposals and additional resources/partnership provided by La Reunion/France, the component is entitled to

24 To enhance the value-added of regional cooperation/solidarity at the sub-regional and regional levels for ensuring the sustainable management and development of shared inland and marine fisheries resources and national fisheries of regional interest in the EA-SA-IO region.

the expert advice of the TAT and adequate NKE. The linkages of Result 1 with Results 2 and 3 as well as the cross-cutting components of the E€OFISH Programme are schematised in the following chart.

In a nutshell, the theory of change of the E€OFISH Programme is based on the fundamental values of sustainable development, i.e. economic profitability, social equity and environmental stewardship, in the fisheries sector of the EA-SA-IO region. It embeds the time-bound socio-economic aspirations the UN-SDG 2030 which are reflected in the Africa Agenda 2063 – ***No Poverty – No Hunger and Nobody is left behind***. The impetus on the Blue Economy Strategy is inspired by the FAO Blue Growth initiative 2018 that entails a synergistic or cross-sector approach to promote sustainable, people-focused and climate-resilient coastal marine fisheries and environments. The DMRO's are not simply beneficiaries of the E€OFISH programme but are also in the driving seat to carve result-oriented regional policies and strategies to drive sustainable modernisation of the marine fisheries as a growth sector in their member states[25]. As a proactive development instigator, the DMRO's are bound to build capacities in evidence-based policymaking and monitoring, sustainable financing, multi-stakeholder dialogues, rationalisation of institutional networks and so on.

E€OFISH MARINE FISHERIES (IOC) WORK PLAN



Source: S. Sweenarain, 2020

3.2 STRATEGIC ORIENTATION OF RESULT 1 POLICY AND INSTITUTIONAL REFORMS

Having the big picture of the E€OFISH Programme in mind, Result 1 of the Marine Fisheries (IOC) Work Plan will kickstart with an inventory of the operational capacities of the target regional economic and fisheries organisations against their mandate and strategic policies. This exercise will highlight the capacity needs and gaps, constraints and barriers as well as the scope of capacity development from the perspective of sustainable fisheries as a growth sector in the emerging Blue Economy Strategy. The preliminary diagnosis will also shed light on the existing level of cross-institutional interactions between the DMRO, RFMO/RFB and partner countries to mainstream appropriate means and ways to enhance

25 African Development Bank (2018) - It is illusionary to think of accelerated economic growth on the African continent without the sustainable and inclusive modernisation of the primary sectors such as agriculture, animal husbandry and fisheries.

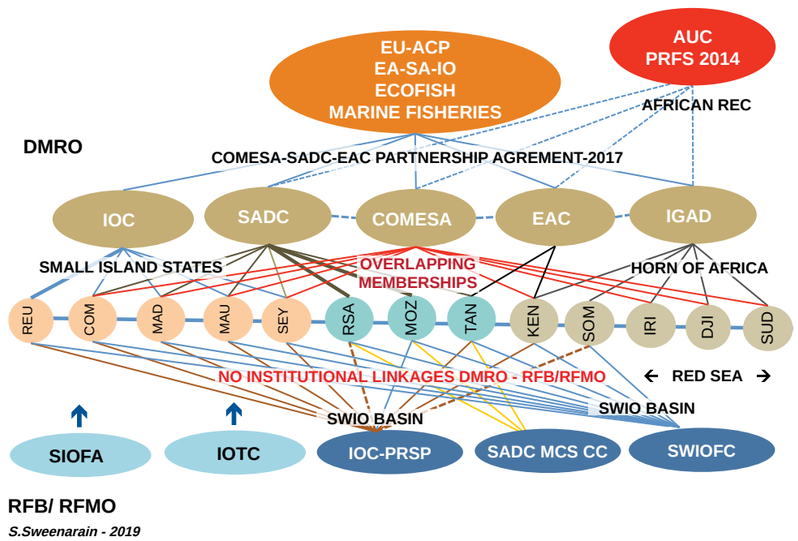
the value-added of regional cooperation and integration. Ideally, there should be a consensual socio-ecological aspiration for the marine fisheries of the EA-SA-IO region to converge the interest of the multiple and diverse stakeholders. As a vector of regional economic cooperation, the DMRO's are well placed to create an enabling environment for the desired transformational change in the sub-sector.

To maximise the socio-economic and ecological impacts on the ultimate beneficiaries, Result 1 devotes special attention to the marine small-scale fisheries. This segment represents 90% of the regional marine fisheries sector in terms of production and employment that is predominantly of subsistence and artisanal commercial fishing occurring in the coastal waters. The remaining 10% comprises the industrial fisheries that are relatively well-organised and are more appealing to national governments in terms of wealth creation and forex earnings. Ironically, the 10% tends to overshadow the 90% in terms of livelihood, wellbeing and cultural diversity of the local communities. A differentiated approach is necessary to address those inequalities.

In a nutshell, the ***prioritised interventions of Result 1*** of the Marine Fisheries (IOC) Work Plan for the first year of operation encompass the followings:

i) Provide short-Term Expertise to the DMRO's Fisheries Expert / Focal Points in the planning and implementation of the E€OFISH strategic activities
ii) Assess **the capacity needs and gaps of the relevant DMRO** for promoting sustainable and inclusive marine fisheries as a growth engine for contributing to the desired socioeconomic transformation of the EA-SA-IO region.
iii) Roll out the **prioritised fisheries techno-economic tools** such as a Regional Fisheries Management Information System (FMIS); a Regional Coastal Marine Fisheries Climate Change and Environment Impacts, an Observatory and a regional Blue Economy Statistical Database.
iv) Provide direct technical support to local stakeholders in thriving the community-based fisheries-cum-coastal marine environment conservation management.
v) Formulate a regional strategy and business plan for the sustainable modernisation of the small-scale tuna value chains in the SWIO countries

E€OFISH MARINE FISHERIES (IOC) WORK PLAN - INSTITUTIONAL LINKAGES



S.Sweenarain - 2019

4. DMRO AS AN ENTRY POINT

The key stakeholders of the E€OFISH Marine Fisheries (IOC) Work Plan are the four DMRO's[26], three RFMO's/ RFB's and twelve island and coastal states[27] of the EA-SA-IO region. The following is a bird-eye view of the relationship between these regional organisations and the partner countries.

The political thrust of the DMRO's in the marine fisheries is diluted by the existing multiple overlapping memberships and duplication of programmes[28]; the absence of institutional linkages with the regional fisheries organisations and overdependence of donors' funding. Sustainable financing is a requisite of sustainable development. The economic contribution of the sector at the national level is dissipated as a result of policy failures and poor management. As stated earlier, about 90% of the marine fisheries of the EA-SA-IO region is harnessed by the small-scale fisheries that operate in a poorly regulated open access and informal environment. The sub-sector is plagued by overfishing as well as unethical fishing practices which are exacerbated by the demographic explosion and internal immigration as well as the impacts of natural and human-induced environmental upheavals. The foregone government revenue in terms of economic rent in the marine small-scale fisheries at the first sale price is roughly estimated at EUR 200 million per year[29]. The sustainable modernisation of the WIO fishery value chains can potentially enhance the financial and economic benefits to local, national and sub-regional economies by twice or more times[30],[31].

4.1 BRIEF APPRAISAL OF THE DMRO FISHERIES CAPABILITIES

Global/Regional Policies – Local Actions: So far, the expected trickle-down effects of regional fisheries policies at the national and local levels have been insignificant. The economic transformation on the African continent must be fuelled by the sustainable and inclusive modernisation of the agrarian sectors, including fisheries[32]. Major institutional reforms are taking place at the AU level[33] and the E€OFISH Programme will build on this momentum to support the DMRO's in reviewing their regional fisheries policies and strategies. The outcomes of a SWOT analysis on the innovative role of the DMRO's in sustainable marine fisheries in the EA-SA-IO region are summarised below.

26 To be noted that EAC is primarily engaged in the inland fisheries through Lake Victoria and Lake Tanganyika. It has no direct involvement in the marine fisheries per se. The marine fisheries of its coastal partner states (Tanzania and Kenya) are served under the Tripartite SADC-EAC-COMESA Agreement 2017.
27 La Reunion/France as member of the member of the IOC and the EU is not eligible to the EDF but participate in the E€OFISH Programme through other EU funding mechanisms.
28 Cf. Regional Indicative Programme of the EA-SA-IO region 2014-2020
29 World Bank South West Indian Ocean Fisheries Programme Report, 2016
30 World Bank 2017, The Sunken Billion revisited
31 WWF and FAO 2016, An Evaluation of the Marine Wealth of the Western Indian Ocean.
32 African Development Bank Report, 2018.
33 The African Continental Free Trade Agreement entered into force in May 2019 and major institution reforms are in the pipeline at the AU level for the operationalisation of the world largest common market with over 2.5 billion people by 2050. NEPAD has been transformed into the African Union Development Agency to secure an accelerated realisation of Agenda 2063 – Africa's vision and action plan.

DMRO – A SWOT ANALYSIS RELATED TO THE MARINE FISHERIES

→	STRENGTHS	→	WEAKENESSES
1	Regional economic Cooperation & Integration	1	Overlapping mandates and memberships
2	High level Political Dialogue	2	No institutional linkage btwn DMRO & RFMO/RFB
3	Regional Fisheries Policies & Strategies	3	Competing interest and weak comparative advantage
4	Support of Donor Agencies & programmes	4	Weak Political Economy for Sustainable fisheries
5	Circular economy	5	Overdependence of External Donors and Programs
→	OPPORTUNITIES	→	THREATS
1	UN SDG 2030/Africa Agenda 2063	1	Business-as-usual / No paradigm shift
2	Leverage External Financial & Tech. Supports	2	Global economic turndowns and trade wars.
3	Global impetus of the Blue Economy Strategy	3	Disconnects between local Communities & States
4	Mobilisation of Domestic P & P resources	4	Political and social conflicts over natural resources
5	SSF as a driver of economic transformation	5	Climate and non-climate induced natural calamities

5. OBJECTIVES OF THE NKE

The NKE will be based at the DMRO's Secretariats and will work under the supervision of its Fisheries Expert / Focal Point to carry out the planned activities. Technically, those activities can be broadly differentiated as follows:

i) Support the Fisheries Expert / Focal Point of the DMRO and the IPMU in the setting up of the programme governance structures (Sub-Regional Technical Working Group and National Focal Points) in their respective constituency. This is an overarching activity that covers Results 2 (while avoiding duplication with the existing governance structures of the IOC-PRSP and SADC MCS CC) and Result 3 – related to the monitoring of the awarded project under the Call for Proposals.

ii) Assist the DMRO's in conducting the preliminary Research and Development processes for the initiation of the prioritised activities of the DMRO leading the formulation of a Concept Note and Terms of Reference. The four NKE will synchronize their activities to enhance positive interactions at the regional level.

iii) Support the IPMU and DMRO in performing the strategic planning of the sub-regional chapter of the **selected cross-regional interventions** of the E€OFISH Programme. It will be critical to acknowledge the leading or supporting role of the DMRO concerning the development of those regional strategic tools. At the earlier stage, the IPMU will act as the driver or incubator of some of those mechanisms.

5.1 DMRO – CHECKLIST OF PRIORITISED ACTIVITIES

To recall that these activities were defined in consultation with the relevant stakeholders and are part of the first-year operation plan of the approved E€OFISH Marine Fisheries (IOC) ProgrammeEstimates that was endorsed by the 1st Steering Committee meeting.

5.1.1 COMESA

COMESA has been traditionally involved in the fish and fishery product value chains development and trade facilitation rather than the upstream operations, i.e. fisheries management. To consolidate in its agenda in sustainable fisheries under emerging Blue Economy Strategy, it has opted for the formulation of a Regional Marine Fisheries Strategy in collaboration with the other DMRO's[34]. The latter have also pledged to participate actively in the development of the intended regional fisheries strategic tools for evidence-based policymaking and development facilitation. The initiative is well appreciated as it can be a driver for the policy convergence between the DMRO's in the marine fisheries of the EA-SA-IO region[35]. The procurement of the short-term NKE with marine fisheries and Blue Economy database expertise will be useful to the COMESA Secretariat in an inhouse advisory role as well. The fast-tracked interventions are as follows:

i) To develop and operationalise a Regional Blue Economy Statistical Database and to provide for adequate capacity building at the national level.

ii) To formulate a Regional Sustainable Marine Fisheries Strategy for the EA-SA-IO region in collaboration with the other DMRO's and associated fisheries agencies.

iii) To explore the possibilities of strengthening cooperation with IOC and IGAD in the fisheries and related sectors by formulating a Memorandum of Understanding.

5.1.2 IGAD

The Horn of Africa is among the rare regions in the world where fisheries resources are underutilised owing to the pastoral features of the populations. Therefore, the sustainable development of the small-scale fisheries value-chain can contribute significantly to wealth creation and government revenue besides improving the livelihoods and wellbeing of the coastal communities. The IGAD Secretariat[36] is looking at the E€OFISH Programme to support the following initiatives:

i) Explore the prospects for establishing a tailored Regional Fisheries Body to cater for the sustainable management of the inland and marine fisheries in the Horn of Africa within its institutional architecture.

ii) Review and update its Regional Sustainable Marine Fisheries Strategy region 2016-2020 in the context of its Blue Economy Strategy and to assist in raising awareness for its operationalisation.

iii) Conduct a pre-feasibility study for establishing a Regional MCS Coordination Centre in collaboration with other Marine Security Agencies and Programmes for combatting IUU fishing and fisheries associated crimes more efficiently in the Horn of Africa.

iv) Support the IGAD Secretariat in the organisation of its upcoming Regional Blue Economy Strategy Conference

34 The inter-REC collaboration consolidated through the Tripartite COMESA-EAC-SADC Agreement 2017 and it expected that this instrument to be extended to IGAD so as to close the loop over all the EA-SA-IO island and coastal states.

35 COMESA has mustered significant capabilities in fish and fishery product value chain development and facilitation over time that its willing to promote the up-take-up of these know-hows by other relevant public and private agencies of the EA-SA-IO region at no additional cost the E€OFISH programme

36 IGAD has diverse socio-ecological landscapes along with a strategic edge on the Red Sea and Western Indian Ocean. It stretches over a land area of 5.2 million km^2 which consists of 65% of water-stressed and 35 % of marginal lands. The combined inland water area is about 222,358 km^2 but is unevenly distributed across the region by Nature. The coastal states of IGAD have an aggregated Exclusive Economic Zone of 1.1 million Km^2, including 55,875 km^2 of inshore waters and 6,960 km of coastline.

5.1.3 IOC

Established in 1982 as a Regional Inter-Governmental Organisation to band four SIDS (Comoros, Madagascar, Mauritius and Seychelles) and La Reunion (an overseas Department of France and member of the EU) in the SWIO region. IOC is entrenched in dynamic regional development cooperation with the support of multiple donor agencies. Over the past decades, it has implemented a swath of ocean-related programmes, including fisheries and marine conservation management, marine security, climate change, Knowledge and data management etc., in the EA-SA-IO regional with support of the EU, WBG and other donor agencies. Building on the past achievements and learning investments, IOC is looking at the E€OFISH Marine Fisheries Work Plan to entrench its drive for sustainable, inclusive and climate-smart fisheries and ecosystems as a pinnacle of its regional Blue economy Strategy. The earmarked activities under Result 1 for the first year of operation are as follows:

i) Establish a regional iterative coordination platform for Donor agencies and programmes in marine fisheries and related sectors of the SWIO region

ii) Support the operationalisation of the Regional Strategy for the modernisation of the small-scale tuna fishery value chains. (work-in-progress from SmartFish II)

iii) Assist La Reunion/France in the formulation of a matching project for Result 1 and the mobilisation of financial resources through alternate funding mechanisms (FEDER / INTERREG) to enable the partner country to participate in the E€OFISH Programme.

iv) Develop a regional web-based Documentary Platform for marine fisheries resources and environmental management and governance.

5.1.4 SADC

The SADC current Fisheries Agenda is embedded in its Protocol on Fisheries (2006) and Fisheries and Aquaculture Programme 2015-2020. It encompasses the South-West Indian Ocean and the Southern Atlantic Ocean as well as the shared inland and marine fisheries and environments. The areas of common interest regarding the E€OFISH Programme are the sustainable management of the marine small-scale fisheries and combatting IUU fishing. The SADC Secretariat is focusing on the operationalisation of its regional MCS CC based in Maputo with the financial support of GIZ and WWF Africa which is likely to become a reality soon. This mega MCS platform that integrates every segment of wild fisheries across its constituency. Some of these prioritised activities overflow the scope of Result 1 to embrace Result 2.

i) Facilitate effective collaboration between the SADC MCS CC, IOC PRSP and eventually, IGAD MCS CC) (Result 2)

ii) Vulgarise the concept of Trans-Frontier Marine Conservation Areas in the Western Indian Ocean through awareness building, advocacies and policy dialogues. (Result 1)

iii) Develop a regional platform for sharing lessons learned and best practices in the sustainable management of shared marine and inland fisheries with the stakeholders of the Zambezi water bodies (Result 1 and 3)

5.2 CROSS-REGIONAL ACTIVITIES

The marine fisheries and environments of the EA-SA-IO region are subject to a multiple overlapping in memberships and programmes of the regional economic and fisheries organisations. The

proposed pragmatic approach is bound to enhance the ensuing synergies/value-added of effective regional cooperation. The proposed regional toolkits or strategic intelligence will be jointly developed and maintained by the key stakeholders for informed policymaking and development facilitation at various levels.

The conceptual frameworks of those activities are built around the fundamentals of sustainable and inclusionary development which are: ***Informed Policy and Institutional Reforms; Multi-Stakeholder Dialogue and Participation; Knowledge and Information Management, Capacities Development, including sustainable financing and Monitoring, Evaluation and Learning***. They are also inspired by the continent-wide aspirations encapsulated in ***Transforming Africa 2063; the AU Policy Frameworks and Reform Strategy 2014; Africa's Integrated Maritime Strategy 2050, Africa Common Free Trade Agreement 2019 and Africa Blue Economy Strategy 2020.***

There has been a consensus among the DMRO's about their ***Lead-and-Support*** role for the implementation of these projects. The earmarked strategic actions under Result 1 of the Marine Fisheries (IOC) Work Plan for its first-year of operation are as follows.

i) Operationalise a Regional Platform for the Coordination of Donor Agencies and Programmes in the marine fisheries and related sectors. (Led by the IOC / AU-IBAR)

ii) Formulate a consolidated Regional Sustainable Marine Fisheries Strategy and Development Plan for the EA-SA-IO in the Context of the Blue Economy. (Led by COMESA + IGAD)

iii) Develop a Comprehensive and Integrated Capacity Building Strategy Framework and Action Plan for the EA-SA-IO marine fisheries. (Led by SADC + IOC)

iv) Establish a Regional Blue Economy Statistical Database, including capacity building at the national level. (Led by COMESA)

v) Create a Regional Fisheries Management Information System for the EA-SA-IO marine fisheries. (Led by IOC + COMESA)

vi) Formulate an inter-DMRO Communication Plan and Network. (Led by IPMU+C&V Expert)

6. PROFILE OF THE NON-KEY EXPERT/S

The NKE will support the Fisheries Expert or Focal Point of the DMRO's in the implementation of the planned activities in collaboration with the TAT of the E€OFISH Programme. The assignment will target regional experts with at least a Master Degree in fisheries economics, management and relevant academic fields with a minimum of 7 years of experience in development cooperation in the EA-SA-IO region, including 5 years in conducting preliminary research and consultation for developing strategies, project concepts and terms of references to rolling out the intended activities.

The prospective consultants shall have excellent verbal and written communication skills in English and French (mandatory) for the IOC instalment. They shall be well-versed in project-cycle management and logical framework approach as well as IT tools. Due emphasis shall be laid on the following personal qualities such as Competence, professionalism, planning and organizing, teamwork and leadership.

7. PROCUREMENT METHOD AND PROCESS

The consultant/s will be provided by the Service Contractor (Incatema Consortium) through a pool of NKE's and following guidelines given below:

Step 1 Specific TOR preparation & approval

- The TAT prepares a brief ***Concept Note (CN)*** describing background assignment and the ***Terms of Reference (TOR)*** of the NKE required.
- The TOR is finalised in consultation with the concerned DMRO and Implementing Partners.
- The TOR is sent to Service Contractor.

Step 2 Candidate Search and Selection

- The contractor identifies ***at least 3 candidates for each position***. Without any commitment whatsoever, the DMRO may suggest potential candidates from their regional roaster, if available.
- ***A virtual ad-hoc Evaluation Committee*** comprising of a representative of the Service Contractor, DMRO and the TAT shall select the best candidate for the position.
- ***Evaluation Grid*** duly filled in the approved template based on the candidates' CV.
- The recruitment proposal is sent to the ***EUD Mauritius for approval***

Step 3 NKE recruitment and mobilisation

- EUD analyses the recruitment documentation and approves the candidate to be recruited and notifies the Service Contractor.
- The Service Contractor mobilises the selected NKE to carry out the assignment as per the TOR.
- In case the selected candidate is rejected, the EUD may suggest recruiting another evaluated candidate or restart Step 2 with new candidates.

Step 4 Control & Evaluation and Closing

- The Service Contractor tracks the ***milestones, deliverables and deadlines*** of the assignments from start to finish.

In all, the recruitment process may take up to 30 calendar days to be completed.

8. WAY FORWARD

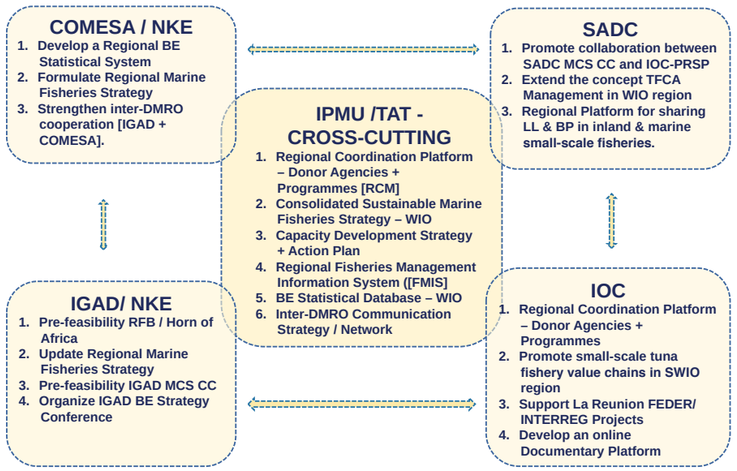
The implementation of the E€OFISH Programme is also affected by the global public health and economic crisis occasioned by the COVID 19 pandemic. Most of our EA-SA-IO countries are under lockdown to counter this invisible threat to mankind. Assuming that the situation will soon be stabilized into a new normal, the TAT intends to work online to ready the project for take-off. The Fisheries Expert and Focal Point of the DMRO's are therefore requested to complete accommodation arrangements on their premises to welcome the NKE.

TENTATIVE ACTIVITY MATRIX OF DMRO NKE ASSIGNMENT

WP REF	ACTIVITY/ WORK PACKAGE	MARINE FISHERIES WP				IPMU	LEAD / SUPPORT
		COSA	IGAD	IOC	SADC		REMARKS
0.0	Finalize the CN and TOR for the procurement of NKE to the DMRO	S	S	S	S	L	ConsultativeandvalidationprocessProcess
0.0 (A)	Hire the NKEs					L	EUDMUS+ServiceContractor(Incatema)
0.0(B)	Accommodate the NKE on the DMRO premises	L	L	L	L	S	Coordinated by the IPMU
0.3 (C)	Facilitate the setting up of the Programme Governance Structure (SR-TWG/NFP)	L	L	L	L	S	Levellingouttheoverlappingmemberships
111	Establish a Regional Coordination Platform for Donora/ Stakeholders/ Programmes			L		L	Pilot cross-cutting to be up- scaled
111(A)	To formulate an inter-DMRO Communiction network	S	S	S	S	L	LedbyC&VExperts+DMROcounterparts
111(B)	Create a regional platform for sharing of LL & BP inland & Marine sSF	S	S	S	L	S	ToincludeEAC(LVFO+LTA)+FocusonR3
111(C)	Facilitate inter-agency collaboration - conceptual Framework (SADC MCS CC/IOC-PRSP)		S	S	L	S	LinktoR2/ToloopinIGADMCSCC(14.4)
112	Formulate a consolidated Regional Marine Fisheries Strategy for the EA-Sa-IO region	L	L	S	S	L	IGAD prioritized Activity II
12.1	Operationalize the sustainable modernalization of the small-scale tuna value chains			L		L	SWIO bassin/ Link with R2
14.1	Formulate a comprehensive and integrated Capacity Building Strategy for the DMRO	S	S	S	S	L	Link to 112
14.3	Strengthen/ formaloize inter DMRO collaboration/ cooperation through MOU	L	S	S	S	S	Link to 111(c)
14.4	Explore the prospects for the setting up of an integrated RFBin IGAD region		L			S	Link to 112
14.4	Conduct a pre-feasibility study for the setting up of a tailored IGAD MCS CC		L			S	Link twith Result 2- MCS
14.5	Support IGAD in organizing its upcoming BE Strategy Conference		L			S	Linkto16.4&112(capitalizeontheevent)
16.1	Conceptualize a Regional Fisheries Management Information System (top bottom)	S	S	S	S	L	In collaboration with RFB + MS
16.3	Develop a regional web-base marine fisheries documentation platform			L		L	Pilot to be replicated/ upscaled
16.4	Develop a Blue Economy Statistical Database	L	S	S	S	S	Link to 115
18.2	Popularize the concept of Trans-Frontier Marine Conservation Area in the WO region				L	S	In collaboration with SADC-GZ Project

Note: the chart also illustrates the interaction between the DMRO/ NKE and the IPMU. A vertical reading of the chart summarizes the activities of the individual DMRO/NKE and the IPMU/ TAT. The synergies with other components and activities of the E€OFISH have to be explored further during the planning process.

INTEGRATION OF THE DMRO NKE ACTIVITIES - E€OFISH MARINE FISHERIES WORK PLAN - SYNOPSIS OF DMRO/ NKE ASSIGNMENTS



Concept Note and Terms of Reference

DEVELOPMENT OF A BLUE ECONOMY FISHERIES SATELLITE ACCOUNT FOR THE EA-SA-IO REGION

(E€OFISH BEFSA RESULT 1.6.4)

EXECUTIVE SUMMARY

"We cannot manage what we cannot measure and we measure what we do". Despites the high political discourses on the significance of the fisheries sector in terms of livelihoods, food security, wealth creation, the sector is still not on the radar screen of policymakers at national and regional levels. The marine fisheries of the EA-SA-IO constitute a contrasting landscape with an aggregated economic benefit of US$ 5 billion annually. The foregone economic rent or government revenue is estimated in the range of US$ 250 – 500 million per year. But where is the wealth and income of the Nations? This a paradox of poverty amidst plenty. Overall, about 90% of the marine fisheries is small-scale and the remaining 10%, industrial activities. To-date nearly 80% of the world capture fisheries, mostly inshore subsistence and traditional artisanal fishing, remain without scientific and socio-economic information to enable their sustainable and inclusionary management. They are part of informal sector and their contribution to the national economy is not well-documented. The available data that are used to calculate Gross Domestic Product and other macroeconomic indicators are so fragmented that they do not provide a holistic view of the fisheries economy. The E€OFISH Marine Fisheries Work Plan has provided for the development of a Regional Blue Economy Marine Fisheries Account to promote informed policy engineering in the EA-SA-IO region. The initiative in championed by COMESA and IGAD in collaboration with the other DMRO and partner countries. This document presents the business case, logical framework and implementation modalities of the intervention. It is purposefully shared with the implementing partners and other key stakeholders to ensure seamless collaboration and partnership across the project-cycle management processes. The project is considered as a "sandbox "– small investment but paramount impact – which is vital for the operationalization of BE in the marine fisheries and other marine-based industries. The consultative process is a time-bound exercise and it expected the feedback and approval would be harnessed before the end of May 2020.

1. INTRODUCTION

The E€OFISH Programme aims to mainstream Blue Economy into the sustainable management of the marine fisheries of the EA-SA-IO region. The coastal marine fisheries are a pinnacle of the BE for its significant contribution to livelihoods, food-fish security, cultural diversity alongside wealth creation in local and national economies[37]. However, the sub-sector has reached its tipping point because of policy failures, inadequate institutional governance, and weak management. In this context, the BE resonates smart reform and rehabilitation strategies to set the fisheries on the path of long-term socio-economic and ecological sustainability. Following the precept – ***"we cannot manage what we cannot measure and we measure what we do"***, the ***E€OFISH Marine fisheries (IOC) Work Plan*** intends to set the foundation for a ***Regional Blue Economy Fisheries Statistical Database*** to support evidence-based policymaking and monitoring in the marine fisheries of the EA-SA-IO region. The intervention is earmarked under the ***Strategic Action 1.6.4 – Setting the Foundation of Blue Economy Statistics -*** that will be implemented through the leadership of COMESA and IGAD in collaboration with the other

37 Ministry of Primary Industries of New Zealand (2008) - 90% of the World Capture Fisheries occurs inside the Exclusive Economic Zones. See http://www.fish.govt.nz/en-nz/Starfish/Kids+Zone/ Factsheets/high+seas.htm

relevant DMRO's and partner countries of the region. The purpose of the Concept Note is to define the scope, logic framework and implementation modalities of the intervention. It is part of the consultative process to build ***ownership and effective collaboration*** among the stakeholders from start-to-finish.

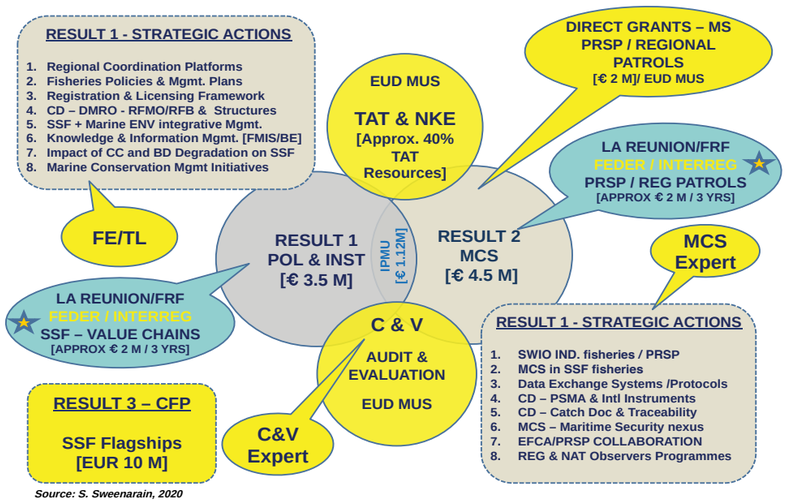
2. E€OFISH PROGRAMME OVERVIEW

The "Contribution of Sustainable Fisheries to the Blue Economy of Eastern Africa, Southern Africa and the Indian Ocean region (ES-SA-IO) - "E€OFISH" is financed by the 11th EDF Cross-Regional Initiative. The Financial Agreement was signed by the European Union and the Indian Ocean Commission, on behalf of the five Duly Mandated Regional Organisations of the EA-SA-IO region on the 13th September 2018. The programme is managed by the EUD Mauritius and is implemented by the IOC Secretariat in collaboration with the eligible regional economic and fisheries organisations and partner countries. It has a financial envelope of EUR 28 million for a life span of 62 months. The overall objective of the programme is "to enhance equitable economic growth by promoting sustainable fisheries in the EA-SA-IO region". The specific objective is "to support sustainable management and development of fisheries in order to contribute to poverty alleviation, food and nutrition security while addressing climate change resilience and enhancing marine biodiversity".

The programme consists of three inter-connected Results: ***Result 1*** – Enhanced Policy and Institutional Frameworks; ***Result 2*** – Improved Regional Monitoring, Control and Surveillance capacities and ***Result 3*** – Call for Proposal for sustainable management/development and governance flagship in the inland and marine small-scale fisheries. It is implemented through ***five Work Plans*** which are managed directly (Service Contract for the procurement of TAT and NKE), Result 3 – Call for Proposals, Direct Grants and financial audits and external evaluations), semi-directly (LVFO and LTA Work Plans) and indirectly (Marine fisheries Work Plan which is implemented by the IOC Secretariat). The Technical Assistance Team (TAT) is a cross-cutting component and is composed of a Fisheries Economist/Team Leader who is also responsible for the overall technical coordination of the Programme; an MCS Expert and a Communication and Visibility Expert.

Besides the implementation of the strategic actions of Result 1 and 2 in marine fisheries of the EA-SA-IO, the IOC Secretariat is hosting the Integrated Programme Management Unit (IPMU). The Work Plan

of EUR 9,750,000 (about 34% of the total funding), in addition to the external financial support of about EUR 3.6 million through the participation of La Reunion/France as a member of the IOC. Result 1 has a budget of EUR 3,510,000 to enhance the sustainable management of the regional marine fisheries and environmental conservation. The initiative consists of mainstreaming several strategic mechanisms, including the BE Fisheries Database to enable informed policymaking and monitoring. Thus, it aims to enhance the socio-ecological sustainability, financial viability and climate resilience of the EA-SA-IO marine fisheries for the present and future generations.



Source: S. Sweenarain, 2020

3. INTERVENTION RATIONALE

The Western Indian Ocean generates approximately US$22 billion of economic benefits annually to the surrounding riparian states and the share of the marine fisheries is about 11%, i.e. US$ 2.4 billion[38]. However, this natural wealth is under threat due to many anthropogenic and environmental stressors, including climate change. Sustainably managed, the economic benefits derived from the sub-sector can be enhanced by 2 to 3 times in the longerterm. Another study conducted by the World Bank[39] shows that the global marine fisheries are an underperforming asset and the difference between potential and actual net economic benefits are in the range of US$ 88 billion per year which is equivalent to half of the value of global seafood trade. Thus, the share of WIO is estimated at US$ 5 billion annually.

As a rule of thumb, the foregone ***economic rent or government revenue*** in the form of direct and indirect taxes is currently estimated at US$ 240 million per year and it can be increased progressively to US$ 480 million upon the sustainable rehabilitation and modernisation of the coastal fisheries. So, the main question is: ***where is the Wealth and Income of the nations?*** Instead of fuelling the economic development of those least developed and fragile states, the financial resources are hoarded by a few hegemons in the informal sector and inequitable distribution of gross value-added in the formal economies. The prevalent situation is a textbook example of the ***paradox of poverty amidst plenty or stranded natural resources.*** The root cause for the exhausted coastal fisheries and ecosystems is policy paralysis which can be attributed to market failures and information asymmetries, i.e. a lack of scientific and socio-economic data for evidence-based policymaking and analysis[40].

The economic and social contribution of the fisheries sector is frequently underestimated in the national accounts. The outcome is both the cause and effect of a lack of disaggregated data on the different branches/segments of the sub-sector interacting with the society and economy at large. The information asymmetry may partly explain the ongoing political procrastination to manage this complex and politically sensitive sector. The Gross Domestic Product (GDP) does not reflect the potential of the sector in terms of net economic benefits or economic rents, its contribution to employment, food security and cultural diversity. An increase in GDP may simply mean increased costs of fishing rather than increased productivity, or net benefits. All this may seem fine until a complete collapse of the fisheries. Therefore, these conventional macroeconomic indicators need to be complemented by other meaningful measures, including its socioeconomic impacts and environmental sustainability such as the state of fish stocks and long-term profitability. Generally, the contribution of the fisheries sector to national and regional economies is greater than the official statistics. Commercial fishing constitutes the economic base for an extended value chain through processing, marketing, retailing, and the foodservice industry. Subsistence fisheries are important for food security and rural livelihoods. The economics of the informal sector is not fully captured by the economic measures.

A new type of thinking is required to unleash the development potential of coastal fisheries as a growth sector. There is a general understanding that capture fisheries need to be broadly reformed to optimize their economic performance and environmental sustainability. The proposed intervention will be instrumental in enhancing objective policy coherence between the economic, social, environmental and governance imperatives/considerations toward sustainable and inclusive fisheries. It is bound to empower the national fisheries agencies to maximise cross-sector synergies to balance divergent policies for achieving a triple-win.

4. EA-SA-IO MARINE FISHERIES

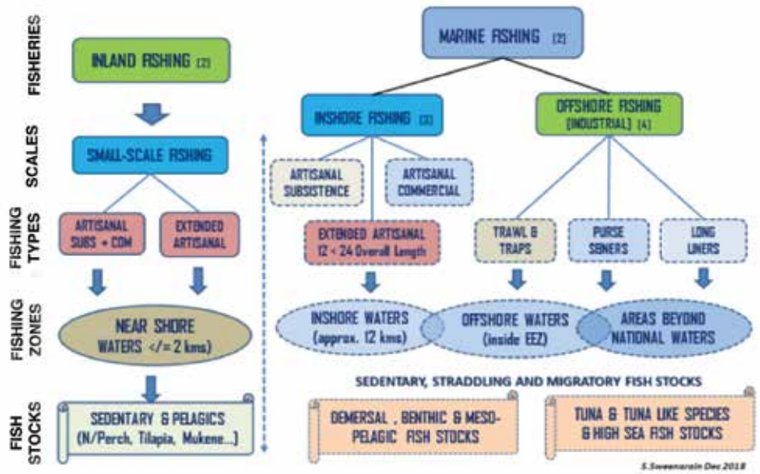
The marine fisheries of the EA-SA-IO region is a contrasting landscape where 90% of the coastal fisheries resources is harvested in the inshore waters by small-scale subsistence and traditional artisanal fishers. These fisheries are mostly poorly regulated open access and informal economy. The catch is destined for household consumption and any surplus is sold on the local markets. The per-caput consumption of fish is less than 10 kg which half of the global average and it is projected to decline to 7 kg by 2030 if appropriate measures are not expedited. Some countries namely, Tanzania, Kenya and Sudan have inland fish production much higher than the marine sector. The post-harvest physical and economic losses account for nearly 40% of the total annual catch which is a huge loss for the local and national economies. Most of the fishers are in fact fishing labours since the fishing assets are owned by fish traders and external investors who have no direct interest in sustainable fisheries. The governments are unable to invest in basic socio-economic infrastructure and services to empower the fishing communities and to connect them to the economic mainstream.

The deliberate open-access policy was initially sought as a social safety net for the local population, however it has forfeited its initial intention. While the inshore fisheries resources are overexploited, the existing fishing capabilities and supply-chain ecosystems are inadequate to venture in more productive fishing grounds farther offshore. Alternative sustainable livelihood opportunities are scarce in the coastal areas. The fishers and fish workers are trapped in an existential threat which is the cause of the growing disconnects between the local communities and the Governments. The remaining 10 % of the regional fisheries is made up of the industrial fisheries that target

38 WWF 2015, Reviving the WIO Ocean Economy – Actions for Sustainability.
39 World Bank Group 2016, The Sunken Billions (revisited)
40 Cf. FAO Fisheries Performance Analysis Toolkit, 2020

high-value fish species such as tuna, shrimps and lobsters for the export markets. They are vertically integrated locally based foreign corporations that have obtained attractive economic packages and fiscal incentives from the coastal states. For example, the landed value of the tuna fisheries in the WIO (FAO Fishing Zone 57) is approximately US$ 2 Billion annually and 34 % of it is attributed to the SWIO states (US$ 684 million) which is composed of industrial tuna fisheries (US$ 231 million) and coastal small-scale tuna fisheries (US$ 433 million)[41]. The aggregated fisheries licences revenue is estimated at US$ 21 million annually. These industrial fisheries are relatively well-managed but there is no record on their direct and indirect socio-economic contribution to the national economies. It is alarming to observe that the massive fisheries wealth of the EA-SA-IO is being mismanaged while the populations are sleepwalking into the next human holocaust. So, business as usual, will not help these poor countries to unleash the development potential of these fisheries resources. The objectives of Africa's Agenda 2063 might be missed out without the sustainable and inclusive modernisation of the primary industries, including fisheries.

EA-SA-IO: WILD FISHERIES LANDSCAPE



5. BLUE ECONOMY PARADIGM

Irrespective of its diverse definitions/interpretations worldwide, the modus operandi of the BE is to progress the triple-win ***and environmental integrity beside climate resilience*** or fundamentals of universal sustainability, i.e. ***economic efficiency, social equity*** in the management and governance of the marine and aquatic resources and environment[42] for attaining the time-bound socioeconomic and ecological aspirations of the Global Agenda 2030 or Africa Agenda 2063, ***No Poverty - No Hunger - Nobody is left behind***. Driven by the fundamentals of the Green Economy[43], the BE is a deeper dive into greening the traditional and emerging marine-based industries with fairness –

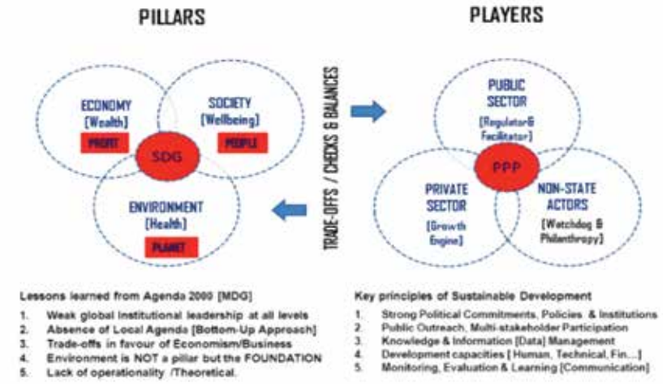
41 Sweenarain, S (World Bank - SWIOFish 1, 2018). Cost-Benefit Analysis and Sustainable Financing of a Regional Fisheries Framework Agreement for the shared tuna fisheries resources in the South West Indian Ocean Basin.

42 Africa's Blue Economy Strategy 2020; UNECA - Africa's Blue Economy: A policy handbook

43 The green economy is defined as "one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. It is low carbon, resource efficient, and socially inclusive" (UNEP, 2011).

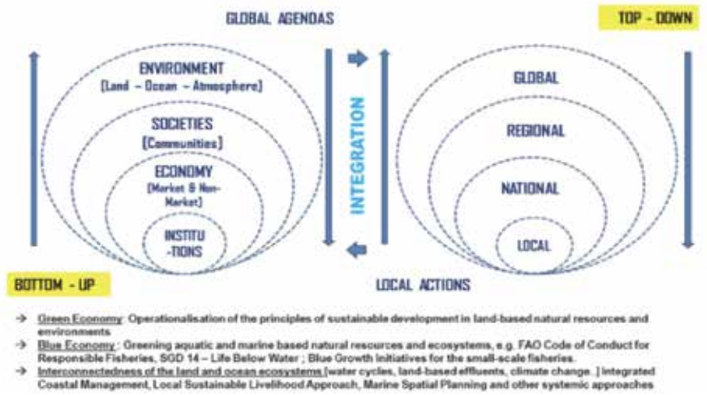
humanity first[44]. The paradigm is embedded in the overarching ***UN SDG 14 "Life Below Water"*** – that calls on the global community to "***conserve and sustainably use the oceans, seas, and marine resources for sustainable development***" with a slight overweight on the sustainable, inclusive and climate-resilient small-scale fisheries in the developing island and coastal states.

SUSTAINABLE DEVELOPMENT FUNDAMENTALS



BE relates to the sustainable use and conservation of aquatic resources – oceans, seas, lakes, rivers – to drive economic growth, improve livelihoods and create jobs while ensuring the environmental stewardship, cultural values, and biodiversity conservation. It can be an impetus for driving in-depth reform and rehabilitation of the inshore fisheries and effective cooperation in the offshore tuna fisheries of the WIO region. Several initiatives are underway to mainstream BE into diverse marine-based sectors at the regional and national levels. Most of the DMRO's have formulated a Regional BE Strategy and are implementing several related programmes/ projects for enhancing Sustainable Fisheries, Biodiversity Conservation, Marine Protected Areas, Maritime Security, Earth Observation Systems, Integrated Coastal Management and Marine Spatial Planning, Climate Change Adaptations and Financing. Most, if not all the island and coastal states in the region are updating their policy, institutional and governance frameworks to fast track the BE paradigm.

OPERATIONALISATION OF GLOBAL SUSTAINABILITY



44 Cf. Saviour or Ocean Grab -The Journal of Peasant Studies, 2018 Vol. 45, No. 1, 130–149.

6. METHODOLOGICAL APPROACH

National Accounts are an accounting framework used to measure economic activities in a country. Most of the countries worldwide publish national accounts. The statistical framework that is currently used by these countries is based on the Standardised System of National Accounts (SNA) 2008 of the United Nations. The Gross ***Domestic Product*** (GDP) and ***Gross National Income*** (GNI) offer simple measures for economic growth. GDP measures the level of domestic economic activities, i.e. economic activities that took place within a country during a specified period. GNI is the measure of national economic activities, which include domestic activities (GDP) plus the net return to the country from overseas investments and remittances. The concept of GNI is important in fisheries because these returns from overseas include income from fishing access fees from non-resident foreign operators which are often overlooked. This income is classified as "rental income". It is the most widely used measure of the domestic economy that is defined as the total market value of goods and services produced during a given period. In addition to informing government on economic policies, these macroeconomic indicators are commonly used for other assessments, including the contribution of the different sectors/industries to the economy, employment, income distribution, price stability, the standard of living, the balance of payment and trade. It is also applied to compare the economic performance or to assess the comparative advantage of different countries at the regional and international levels. Yet for all its convenience, the SNA 2008 is an inadequate measure for the social and environmental dimensions of the concept of sustainable development or global sustainability. The social factors are complemented by other measures such as the ***Human Development Index*** 1990[45] and the ***Gini Index 1912***[46]. Some countries are applying the ***System of Environmental-Economic Accounting (SEEA) 2008*** for integrating national economic and environmental data to provide a holistic view of the interactions between the Economy and the Environment and the status of the stock of natural capital[47]. The SEEA is supported by the ***Framework for the Development of Environment Statistics (FDES) 2013***) which is a flexible, multi-purpose statistical framework that defines the scope and structure of environmental statistics to guide the development of environment statistics at the national level. However, there is no consistent definition or application of a concept of BE in any statistical classification, either international, regional, or national[48].

6.1 MEASURING THE GDP OF FISHERIES

While a fisheries GDP measure has been included in the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development ***(i.e. SDG Indicator 14.7.1: Sustainable fisheries***

45 The Human Development Index (HDI) is a statistical tool used to measure a country's overall achievement in its social and economic dimensions. The social and economic dimensions of a country are based on the health of people, their level of education attainment and their standard of living.

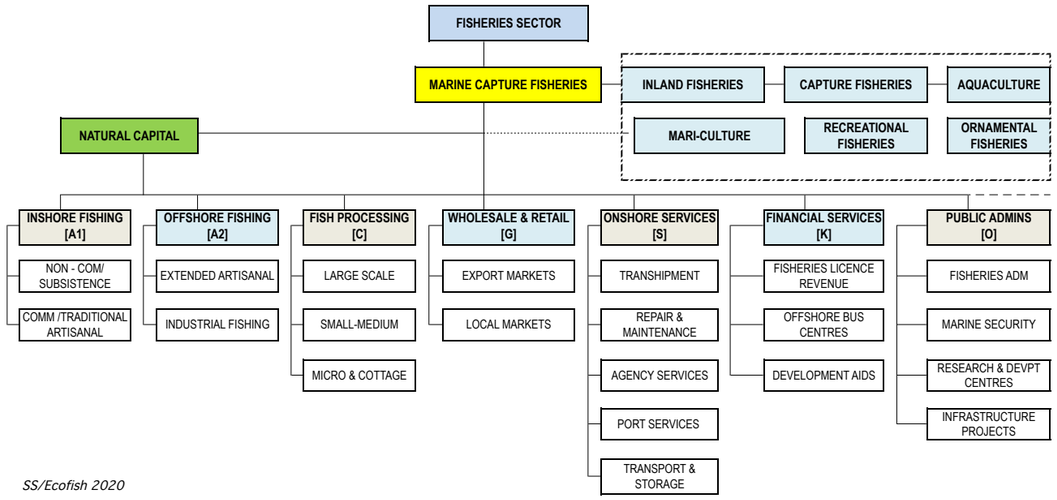
46 The Gini coefficient is a commonly-used measure of income inequality that condenses the entire income distribution for a country into a single number between 0 and 1: the higher the number, the greater the degree of income inequality.

47 The System of Environmental-Economic Accounting (SEEA) is a framework that integrates economic and environmental data to provide a more comprehensive and multipurpose view of the interrelationships between the economy and the environment and the stocks and changes in stocks of environmental assets, as they bring benefits to humanity. It contains the internationally agreed standard concepts, definitions, classifications, accounting rules and tables for producing internationally comparable statistics and accounts. The SEEA framework follows a similar accounting structure as the System of National Accounts (SNA).

48 Beaudoin Y, 2019. The Blue Economy: What's really new?

as a percentage of GDP in small island developing states, least-developed countries, and all countries). However, it is a Tier III indicator[49] for which no internationally established methodology or standards are yet available[50]. Although various standards and guidelines on national accounts provide detailed guidance on how to measure the GDP or GNI of an economy, there is no consensus on the methods used to measure the fisheries' contribution to GDP. Besides a lack of common understanding of the different segments of the fisheries economy, the situation is blurred by inconsistent assessment methods or confusing terminologies in the literature[51]. Some points in the SNA, which are important to the fisheries sector are discussed below.

ECONOMIC CONTRIBUTION OF THE MARINE FISHERIES TO GDP



SS/Ecofish 2020

6.1.1 FISHING VS FISHERIES

According to SNA 2008, the sector is **"fishing"** rather than ***"fisheries"*** which is more inclusive and holistic. The post-harvest activities, including ***"fish processing"*** are not accounted for in the "fishing" sector but in ***"manufacturing".*** The same applies to ***fish transhipment and associated services provided to foreign vessels*** that include agency services, stevedoring, repairs and maintenance, entertainment, ship-chandling etc. are often accounted elsewhere or simply ignored. Moreover, inland and marine, capture and farmed, small-scale (non-commercial and commercial) and industrial and ornamental fisheries are pile up in "fishing". Recreational and Sport fisheries are sometimes recorded under ***"Tourism"***. A value chain approach is more appropriate to assess the direct, indirect, and induced contribution of the fisheries to the national economy. ***Until recently, SNA recorded only the income from capture fishing but not the changes in fish stocks***. This can be misleading when a fish stock is being overexploited meaning thereby income from overfishing would be recorded but not the corresponding overfished stock.

49 Cf. Tier Classification for Global SDG Indicators 13 February 2019; No internationally established methodology or standards are yet available for the indicator, but methodology/standards are being (or. will be) developed or tested.

50 Cai, J.N., Huang, H. & Leung, P.S. 2019. Understanding and measuring the contribution of aquaculture and fisheries to gross domestic product (GDP). FAO Fisheries and Aquaculture Technical Paper No. 606. Rome, FAO. 80 pp.

51 World Bank 2012, HIDDEN HARVEST - The Global Contribution of Capture Fisheries

By contrast, SNA treats livestock differently, by recording both the production and changes in stock. This is because fish stocks in the wilderness are natural assets and not subject to direct management whereas livestock or farmed fish stock is considered as a produced asset since the growth of the animals is enhanced and controlled by human activities. The political and institutional landscape has changed since the proclamation national EEZ under UNCLOS 1982.

6.1.2 DOMICILIATION / RESIDENCY

The concept of residence is essential for SNA. It differentiates what economic activities to be recorded as a domestic product. For goods and services to be included in the GDP of a country, ***an individual or corporate resident*** of that country whose economic interest is within the country must produce them. The residency concept is important in riparian countries that have ***locally based foreign fishing vessels***. Others have established innovative policy frameworks such as Offshore Business Centres, Stock Exchange, and Freeport Hubs to attract foreign direct investments in the economy, including the fisheries value chains. However, it is not clear how the GDP or GNI is estimated in these cases.

Moreover, the ***offshore centres*** are sometimes misused by unethical businesses to perpetrate fraudulent activities such as tax evasion, illegal fishing and fisheries-related crimes.

6.1.3 GEOGRAPHIC AREA

The geographic dimension is a critical factor for fishing activities, particularly in the era of BE that implies managing the fish stocks and ecosystems as part of the nation's natural wealth. Therefore, measuring economic activities tied to these national capital entails understanding its productivity/health and the external factors affecting its sustainable management, such as population growth, investment, climate change and pollution. The proclamation of the ***Exclusive Economic Zones***[52] (EEZ) by the island and coastal states around the world has been instrumental to protecting the nation's economic activity and growth but not safeguard against overfishing and illegal fishing practices. The migratory fish stocks are driven by the physicochemical factors of the ocean rather than the political boundaries of the coastal nations and the adjacent international waters or "high seas" are considered open access or a common heritage of humankind. From the fish wealth perspective, it is important to have disaggregated data to determine the ***nationality of the harvest from the national and other EEZs and high seas*** affected by local and foreign-flagged vessels.

6.1.4 INSTITUTIONAL VALUE-ADDED

The fisheries resources and ecosystems are considered as natural capital or public goods and the government, including various public agencies, are responsible for the administration and sustainable development of the sector. In the nearshore fisheries, these rights and obligations are sometimes shared with the indigenous or traditional fishing communities. Therefore, public agencies play a vital role as regulator and facilitator in the fisheries sector. The sector is both a source of revenue and expenditure for the government. The revenue is derived from fishing

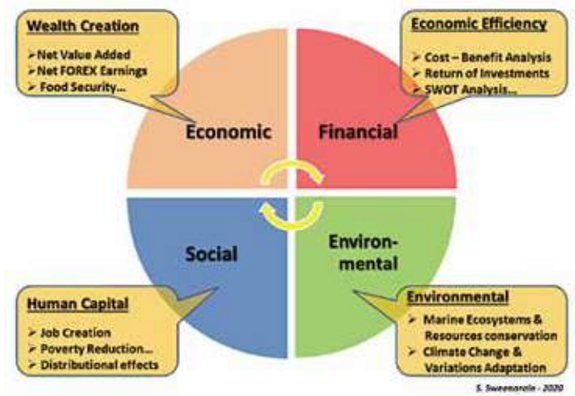
52 In exclusive economic zone (EEZ) is a sea zone prescribed by the 1982 United Nations Convention on the Law of the Sea over which a state has special rights regarding the exploration and use of marine resources, including energy production from water and wind. Generally, a state's EEZ is an area beyond and adjacent to the territorial sea, extending seaward to a distance of not more than 200 nautical miles (370 km) out from its coastal baseline.

rights and taxes. The expenditure side includes fisheries administration and management, hard and soft infrastructure, Research and Development, maritime security and so on. Some of these services are shared by different sectors/industries and appropriate apportionment formula can be used to determine the part of the marine fisheries. Most governments receive budgetary support and development aid from multilateral and bilateral donors but are not recorded properly in the national accounts. The fisheries Ministry or Department must conduct a periodic ***cost-benefit analysis*** to assess its economic performance and effectiveness. Most of the inshore fisheries of the EA-SA-IO region are not managed as an economic sector but a social safety net without safeguards. It is therefore critical to perform a ***Gross Income Analysis*** of different segments/ fishing types small fisheries as a starting point to assess the potential foregone economic rent that can be used to improve the wellbeing of the poorest of the poor.

6.2 OTHER CONCEPTUAL FRAMEWORKS

The National Accounts/Balance Sheet is a well-established statistical framework that can be complemented by other statistical frameworks and analytical tools to improve the representation of the economic contribution of the marine fisheries at the national and regional levels. Generally, Input***-Output Tables*** (IOT), including Suppliers ***-Users Tables*** (SUT) can provide systematic information on the cost structure as well as forward and backward linkages of industries and the flow of goods and services in the economy[53]. However, in most developing countries, they are either not readily available or incomplete and when available, they are inadequately ventilated to provide disaggregated data on the economic activities. In the situation where IOT cannot be applied, a ***Value Chain Approach*** (VCA) (essentially a simplified Input-Output approach) can be used to trace the different components (small-scale fishing, processing, marketing, transhipment and associate services, fisheries licensing revenue etc.) of the industries one by one to create simple IOT for measuring the indirect GVA. Though the VCA does not require implicitly IOT, it needs a national account or other official data completed with specific survey data. However, a large amount of survey data may be difficult to collect annually. The following chart presents a holistic view of the economic contribution of the fisheries sector to the national GDP.

ECONOMIC IMPACT ASSESSMENT APPROACHES

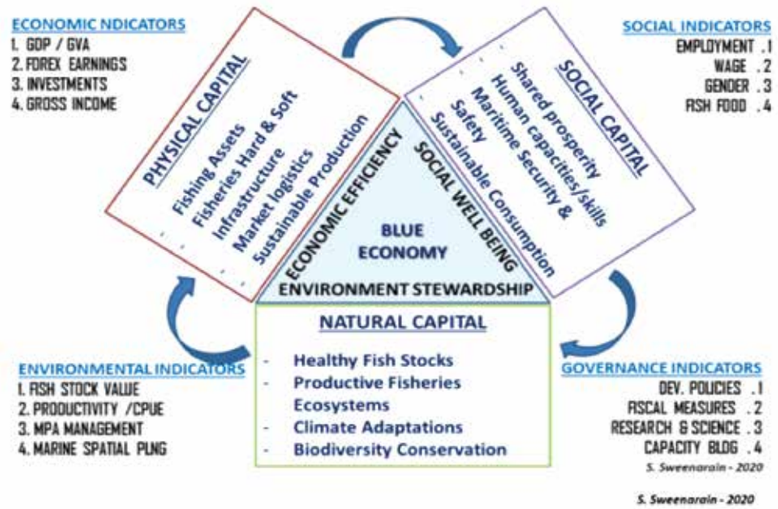


53 United Nations. 2018. Handbook on supply, use and input-output tables with extensions and applications. Studies in methods – handbook of national accounting. Series F No. 74, Rev.1 (ST/ESA/STAT/SER.F/74/Rev.1). UN Statistical Division.

6.2.1 BLUE ECONOMY FISHERIES SATELLITE ACCOUNT

The satellite account approach is a simpler, less data demanding method that can generate GDP measures for annual assessment and monitoring. ***Blue Economy Fisheries Satellite Account*** can provide a more holistic and accurate representation of the economic contribution the marine fisheries at the national and regional levels for strategic intelligence. It is another way in which the SNA 2008 may be adapted/complemented to cope with the national development needs. The concept is gaining traction in several developed and developing countries. It can be linked to national accounts but not restricted to the same framework, It is to be noted that GVA is calculated in monetary term at current market prices and is therefore influenced by the volatility of the external factors such as ***interest rate, inflation and exchange rates***. Moreover, the marine fisheries are more vulnerable to economic and environmental externalities such as fuel prices and sea freight as well as the impacts of climate change and non-climate stressors. A Blue Economy Fisheries Strategic Account concept is presented below.

SUSTAINOMICS OF MARINE FISHERIES



7. HIGH-LEVEL LOG FRAME

In keeping with the foregoing narratives, the economic contribution of GDP of the fisheries sector is seriously underestimated in national accounts. This may be one of the causes for the lack of interest of the government policymakers to invest in the sustainable development of the sector as a growth engine for shared prosperity. The E€OFISH Marine Fisheries Work Plan has provided for the development of a Blue Economy Fisheries Satellite Account (BEFSA) to ensure evidence-based policymaking and monitoring at the national and regional levels. This is an opportunity to initiate the concept of social accounting and natural capital in the marine fisheries economy and to pave the way for an integrative or cross-sector approach in the regional Blue Economy. The intervention is conceived as a Cross-Regional Initiative to entrench the value-added of regional cooperation in the EA-SA-IO marine fisheries.

7.1 MAIN OBJECTIVES

i) **Improve macroeconomic indicators** of the marine fisheries sub-sector by modifying the internal structure of the National Accounts within the SNA 2008 Framework;

ii) Complement national accounts with a **Fisheries Satellite Account** that integrates Blue Economy concept such as Social Accounting and Natural Capital Account;

iii) Create **a Regional Framework/Manual** for the consolidation of economic measures of the marine fisheries sub-sector for the EA-SA-IO region;

iv) Develop **a Regional Capacity Development Strategy and Action Plan** with emphasis on the principles of subsidiarity, complementary and South-South Cooperation to ensure the long-term sustainability of the project;

v) Enhance **Inter-agency and Cross-sector collaboration** and regular exchange of lessons learned and best practices;

vi) Create awareness and advocacy for **Evidence-based policymaking** and monitoring.

7.2 EXPECTED OUTCOMES

i) An **assessment of the gap** between the actual and minimum/benchmark datasets in economic, social and environmental areas of marine fisheries sub-sector in the national accounts of partner countries;

ii) A **regional methodological framework**, including harmonised concept and definitions of a set of measures for the marine fisheries sub-sector in the National Accounts and the publication of a periodic Blue Economy Fisheries Satellite Account;

iii) Adequate **human and technical capacities** developed at the national and regional levels;

iv) Any issue regarding **sharing of sensitive data between partner countries** and DMRO's resolved through a protocol or memorandum of understanding;

v) Enhanced **inter-agency and cross-sector collaboration** (Fisheries, Environment, Industries, Marine Security, National Statistics Office …) for improving the fisheries economic indicators;

vi) Effective **regional cooperation/synergies between partner countries**, DMRO's, Research Institutes, Development Agencies and programmes;

vii) Publication of improved fisheries economic indicators and **periodic Satellite Account;**

viii) Communications and **Policy dialogues.**

7.3 PLANNED ACTIVITIES

i) **Conduct an inventory** of the existing institutional frameworks, key stakeholders, datasets and economic indicators of the various branches of the marine fisheries in the National Accounts. It is proposed to undertake a national-self assessment through a questionnaire with support of a professional Statistician and a Fisheries Expert

ii) Prepare **a technical paper** against the backdrop of Activities (i) to assess the weaknesses and loopholes in the fisheries data collection and management; (ii) the capacity needs and gaps assessment and (iii) other concurrent initiatives in these areas in view to formulating a regional framework for economic measures of marine fisheries in the National Accounts and Blue Economy Fisheries Satellite Account;

iii) Organize a regional high-level technical **Consultative and Validation Workshop** composed of national and regional Fisheries and Statistics Experts and led by an International National Accounts Statistician and Fisheries Consultant to finalise the **Regional framework and Manual for BEFSA**, including **Capacity Development Strategy** and a time-bound action plan;

iv) Develop a regional **Macroeconomic Dashboard or a BEFSA** on the data portal of the DMRO (COMESA and IGAD);

v) Provide **back-stopping support** to selected partner countries for mainstreaming the necessary modifications in the National Accounts and implementing the regional framework of the Blue Economy Fisheries Satellite Accounts;

vi) Organize regular **thematic Technical Working Group meetings** on the sideline of the Marine Fisheries Work Plan Steering Committee meeting to review the performance of the Regional BEFSA project and publications;

vii) Prepare and disseminate **a Policy Paper** on the significance of the BEFSA for evidence-based policymaking, analysis and monitoring;

viii) Develop **Communication and visibility materials** through the programme and DMRO's websites and newsletters.

7.4 TECHNICAL SCOPE AND ORIENTATIONS

i) **Toward a full coverage of the fisheries sector** - The initiative is a partial analysis of the fisheries economy with focus on the marine fisheries sub-sector, which is highly diverse, complex and dynamic. However, the proposed concept can be extended to the other marine-related components such as mariculture and algoculture, sport and recreational fishing as well as ornamental fisheries at no additional cost. It is important to anticipate the future development of innovative industries in the target sector.

ii) **Meaningful segmentation of economic activities** - To make an economic sense of the regional marine fisheries from the perspective of the partner countries, the reclassification of the disaggregated data at the lower segments/branches should be considered. For instance, the "Fishing Subsector" can be classified into "inshore" and "offshore" because about 80% of the small-scale subsistence and traditional artisanal fishing activities of the coastal countries occur in their inshore waters. This segment is absent from the economic dashboard of government policymakers due to a lack of scientific and economic data. The question is: how much of too much is too much? Therefore, the project should adopt a normative or proactive (**what it ought to be**?) instead of a positive (**what is now**?) to identify data gaps and capacity needs to anticipate pragmatic solution-oriented approaches.

iii) **Responsive to the current needs of partner countries** -The project should adopt a common but differentiated or progressive approach to bring all partner countries on board irrespective of their diverse economic development features and fisheries resources endowments. The region is composed of two higher-middle income countries (Seychelles and Mauritius) and the others island and coastal countries are on the list of the world least developed and fragile states, particularly those of the Horn of Africa. Therefore, the impetus of the intervention is on how to leverage the development potential of the marine fisheries and environment through BE and circular economy to improve the livelihood, wellbeing, cultural diversity as well as security and peace in the coastal communities. This is the new mindset and normative approach that should incentivize the National Accounts or the BEFSA.

iv) **Foundation for a comprehensive BE Statistical System** – Although the intervention has started relatively small by focusing on marine fisheries, it is bound to uphold the "big picture" of Blue Economy. Besides the core value of sustainable development, the concept is embedded in a geographic space which is the coastal and marine areas. It is anticipated that the initiative would adopt a broader mindset, first to understand the interactions (positive and negatives) of the marine fisheries with other industries sharing the same maritime space. Also, it must be far-sighted enough to link with other inter-connected sectors/industries such as marine conservation management, coastal tourism and maritime safety and security and others.

v) **Build on current achievements and work-in-progress** - In recent years, several pilot projects have been implemented in some of the partner countries, though in a fragmented manner, to promote social and environmental capital accounting. For instance, Mauritius and Madagascar have benefited from the World Bank/UNEP's Wealth Accounting and Valuation of Ecosystem Services (WAVES), and in 2018, Seychelles has initiated a Blue Economy Satellite Account for its fisheries sector with the support of the Japan. SmartFish had conducted an Economic Impact Assessment of the marine fisheries sector of the IOC member states and the World Bank SWIOFish Programme – National Components are supporting the improvement of the Fisheries Statistics in several partner countries: Comoros, Madagascar, Mozambique, Tanzania and Kenya. IGAD has just completed a comprehensive socio-economic survey of its prioritized BE sectors, including fisheries. Since there is a rising tide for the Blue Economy, the project should build an alliance with relevant multilateral agencies and programmes to build greater momentum.

7.5 PROFILE OF LEAD SHORT TERM EXPERTISE

The best fit candidate for the project is a regional expert with international experience. The key features of the STE should include the following:

i) **Education Background** - MSc Degree in Statistics, Macroeconomics or Fisheries Economics. A PhD will be an added advantage.

ii) **Knowledge/Expertise** - At least 10 years of expertise in the application of the international statistical standards such as the UN Standards of National Accounts 2008, System of Environmental-Economic Account 2012, Social Accounting Matrix and the concept of global sustainability, including the Green and Blue Economy.

iii) **Professional Experience** – A minimum of 7 years in National Accounts data management related to the fisheries sector, including Value Chain Methods, Fisheries Satellite Account and Fisheries Management Information System.

iv) **Region/Country Experience** – Eastern Africa, Southern Africa and the Indian Ocean countries.

v) **Other Experience** – Implementing projects at international and regional levels.

vi) **Language skills** – English and French.

7.6 ASSUMPTIONS

The following assumptions are telling for the successful realisation of this project.

i) The intervention is conducted on the existing fisheries economic, social and environmental micro-data in the partner countries. The unavailability of adequate and reliable disaggregated data could be a major challenge for achieving the set objectives.

ii) The issues related to point (i) will be mitigated by several regional concurrent interventions, namely Fisheries Management Information System, and a Regional Observatory for assessing and monitoring of impacts of climate change and biodiversity in coastal fisheries ecosystems that will be implemented by the E€OFISH Marine Fisheries Work Plan.

iii) The engagement and effective collaboration of the key stakeholders at the national and regional levels is critical for the success of the project.

iv) Exchange of information between the partner countries and Regional Economic Community (DMRO) would benefit from existing Data Sharing and Confidentiality Protocols.

v) It is assumed that the current policy failures in the marine fisheries results from information asymmetries and not from any vested interest or denial of scientific data.

7.7 IMPLEMENTING PARTNERS

The intervention will be implemented by COMESA and supported by IGAD. It will potentially involve 11 partner countries of the maritime façade of the EA-SA-IO region. Though Mozambique and Tanzania are not members of COMESA and it anticipated that they would join the project under the banner of the COMESA-EAC-SADC Tripartite Agreement 2015. Four (4) beneficiary countries (Kenya, Eritrea, Djibouti and Sudan) are members of both DMRO's. It assumed that the overlapping membership issues would be resolved pragmatically.

7.8 FINANCING

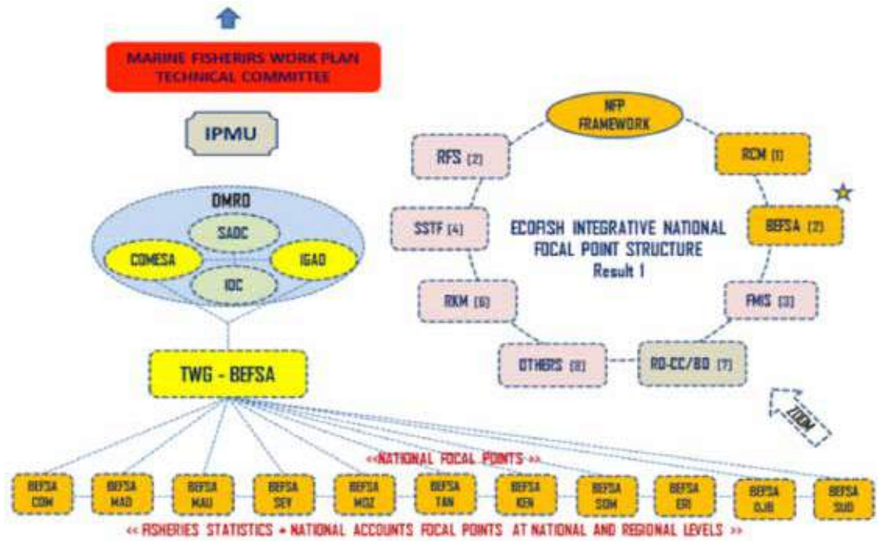
The intervention is financed by the E€OFISH Marine Fisheries Work Plan under Activity 1.6.4. which is managed by the IPMU. A total budget of EUR 215,000 is allocated to accomplish this project from start-to-finish. The cost items are short-term expertise and technical workshop though a part of the technical assistance can be borne directly by the service contract with Incatema. The intervention must capitalise on the work-in-progress of former projects and collaborate seamlessly with the ongoing ones at the national level to maximize its earned-value. Any additional fisheries expertise, ICT and Communication support will be provided by the TAT and IPMU technical staffs.

8. IMPLEMENTATION MODALITIES

8.1 GOVERNANCE SYSTEM

The BEFSA is one of a set of strategic tools that will be developed by the E€OFISH Marine Fisheries Work Plan to empower the DMRO's and partner countries to pursue sustainable and inclusive fisheries as a growth sector. This initiative is also embedded in the Work Plan Governance Architecture[54] and follows the normal course of the project-cycle management as a semi-autonomous project. While the administrative and technical management of the project is taken care of by the IPMU, the Lead DMRO are responsible for its implementation in collaboration with the other DMRO's and partner countries. This decentralised approach is thought necessary to ensure engagement/ownership on the part of the key stakeholders and beneficiaries right from the start. The Lead DMRO (COMESA & IGAD) will designate a Thematic Coordinator who will be responsible for the implementation and coordination of the project activities across the partner countries of their respective constituency. The IPMU will assure a seamless collaboration with the implementing partners regarding the procurement of STE, organisation of technical meetings and workshops as well as monitoring of the project performance. The proposed governance structure of the BEFSA within the broader institutional ecosystem of the Marine Fisheries Work Plan is synthesized in the flow chart below.

E€OFISH: BEFSA GOVERNANCE STRUCTURE

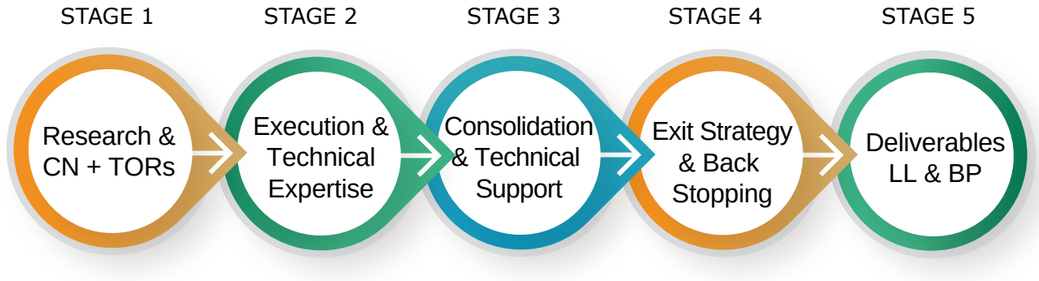


8.2 PROJECT-CYCLE MANAGEMENT

The BEFSA will follow the normal course of project-cycle management that will run across the life span of the E€OFISH Programme (about 60 months). It is composed of 5 interconnected stages as illustrated below. The specific activities at different phases, including the relevant

54 Cf. Concept Note of the E€OFISH Programme Governance Architecture and Frameworks circulated on ….

milestones and deliverables of the project are more fully described in the detailed Work Plan. Phase 1 consists of preliminary research on the topic leading to the formulation of the Concept Note and Terms of Reference of the lead STE for building a common understanding around the project and the implementation modalities.



It also entails the setting up of an ad hoc thematic Technical Working Group and the mobilisation of the National Fisheries Statistics and National Accounts Experts. At the same time, the IPMU will trigger the procedure for hiring the required STE.

9. WORK PLAN

A provisional work plan is presented in the following Grant Chart.

REFERENCE		TASK / EVENT	YEAR 2020									YEAR 2021				YEAR 2022				YEAR 2023				YEAR 2024				ACTORS / REMARKS / OU
			4	5	6	7	8	9	10	11	12	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
Step 1	1	Formulate of Concept Note																										TAT/IPMU [CN+TOR]
	2	Consultation & Approval of CN																										DMRO &DEV PARTNERS
	3	Create the Technical Working Group																										IPMU/DMRO/NFP
	4	Designate National thematic Experts																										IMPU/DMRO /NFP
	4	Finalize TOR / STE																										IPMU/RFP/EUD MUS/SERCON
	5	Hiring of the STE																										Service Contractor [incatema]
Step 2	6	STE Mission - Inventory / Diagnosis																										STE / TC [Technical Report]
	7	National Self Assessment [Mtg with Stakeholders]																										Nat Thematic Experts
	8	BEFSA Framework + Manual [Draft]																										STE / TC [Technical Report]
	9	Regional Technical Worshop/Meetings																										DMRO/IPMU/NFP [Yearly]
	10	Creat an Group on social network platform																										IPMU/RFP/NFP
	11	Improve IT Backbone / Database																										IPMU/RFP/NFP [Hard & Software]
Step 3	12	Publish BEFSA / along with Nat Accounts																										RFP + NFP [Periodic]
	13	Technical Support/Backstopping [Data Mining]																										RFP /TC /STE
Step 4	14	Consolidation / Self reliance/Capacity Building																										IPMU/ RFP [Exit Strategy + HRD]
	15	Internal Monitoring and Control																										IPMU / RFP
Step 5	17	Rolling out Exit Strategy [Transition]																										IPMU/RFP
	18	Final Handing-over																										IPMU/RFP [LL+BP]
Routine	19	Statutory Reporting																										IPMU /DMRO /DP/NFP
	20	Communications & Newletters																										IPMU/DMRO
	21	High-level Policy Dialogue																										IPMU /DMRO
	22	Participating in WP technical/SC Meeting																										Annually, linked with TWG Meeting

10. WAY FORWARD

This Concept Note is shared with the key stakeholders at the regional and national levels to ensure a seamless collaboration and partnership during its implementation. The project can be considered as "sandbox" that can catalyse the operationalisation of BE in the marine fisheries sector and other marine-based industries. The consultative process is a time-bound exercise and it is expected that the feedback and approval would be achieved at the earliest.

E€OFISH REGIONAL COORDINATION MECHANISM

RESULT 1.1

DEVELOPMENT OF A REGIONAL COORDINATION MECHANISM FOR DONORS AND PROGRAMMES IN THE COASTAL FISHERIES AND ENVIRONMENTAL MANAGEMENT CLUSTER OF THE EA-SA-IO REGION – (E€OFISH-RCM/Result 1.1)

EXECUTIVE SUMMARY

The coastal fisheries and environments are the bedrock for achieving the socio-economic and ecological aspirations of the Global Agenda 2030: No Poverty – No Hunger and Nobody is Left Behind for over 50% of the populations living in the coastal communities of the EA-SA-IO region. Having ascertained that the Duly Mandated Regional Organisation have keen interest to work collectively to pursue the integrated and sustainable management of the coastal fisheries resources and environments in a well-coordinated manner, the E€OFISH Marine Fisheries (IOC) Work Plan Strategic Action 1.1 proposes to promote a regional platform for Coordination and Cooperation among Donor Agencies, Development Partners and Programmes/Projects to maximise impacts of the treasured development assistance in the coastal fisheries resources and environment management cluster. This paper presents a business case for the innovative Regional Coordination Mechanism before taking a deeper dive into its conceptual framework, operational modalities and schedules to trigger a virtual consultative and validation process before its implementation. It is a time-bound exercise and therefore, the key stakeholders are requested to submit their feedback and approval promptly.

1. INTRODUCTION

The setting up of a ***Regional Coordination Mechanism*** (RCM) is one of the strategic tools that will be developed by the E€OFISH Marine Fisheries (IOC) Work Plan to drive ***the political economy of sustainable coastal marine fisheries and environments*** of the EA-SA-IO region. Drawing on the past lessons learned and best practices from the ad hoc donor-recipient relationships on the ground, the initiative is thought as a structured and interactive platform for fostering ***Coordination and Cooperation***[55] to maximise the positive impacts of development assistance and investments in the specified economic cluster. ***The intervention is earmarked in the Strategic Action 1.1 – Improved Regional cooperation in the marine fisheries under Result 1 – Enhanced Policy and Institutional Frameworks.*** The document presents the intervention logic/theory of change, conceptual framework and operational modalities of the "E€OFISH-RCM" to build a broad consensus/ownership among the key stakeholder groups for its realisation.

55 The approach is often referred to as the 5 Cs – Communication, Coordination, Collaboration, Cooperation and Coherence. Coordination is understood as an attempt at reaching an agreement on sharing tasks and responsibilities in working together; focusing on identifying ex-ante complementarities and possible synergies. Cooperation is an agreement on working together where everyone needs to give up something, both to gain individually and for the common benefit; using complementarities in practice and developing them even further. Generally, Coordination triggers and supports cooperation. The EU lays emphasis on the 5-core capacity model of Cooperation :Capacity to i) to commit and engage, ii) to carry out technical, service delivery and logistical tasks; iii) to relate and attract; iv) to balance diversity and coherence and v) to adapt and self-renew

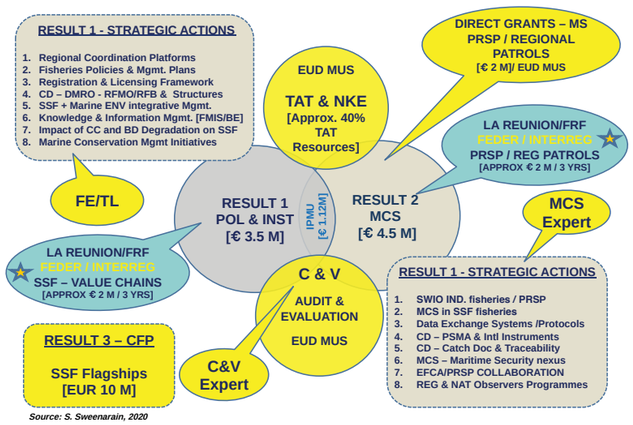
1.1 E€OFISH PROGRAMME

The "***Contribution of Sustainable Fisheries to the Blue Economy of Eastern Africa, Southern Africa and the Indian Ocean region (ES-SA-IO) - "E€OFISH"*** is financed by the ***11th EDF Cross-Regional Initiative***. The Financial Agreement was signed by the European Union and the Indian Ocean Commission, on behalf of the five Duly Mandated Regional Organisations of the EA-SA-IO region on the 13th September 2018. The programme is managed by the EUD Mauritius and is implemented by the IOC Secretariat in collaboration with the other sub-regional implementing partners-cum-beneficiaries. It has a financial envelope of ***EUR 28 million and a life span of 62 months.*** The overall objective of the programme is ***"to enhance equitable economic growth by promoting sustainable fisheries in the EA-SA-IO region"***. The specific objective is ***"to support sustainable management and development of fisheries in order to contribute to poverty alleviation, food and nutrition security while addressing climate change resilience and enhancing marine biodiversity"***.

The programme consists of three inter-connected Results which are: ***Result 1*** – Enhanced Policy and Institutional Frameworks; ***Result 2*** – Improved Regional Monitoring, Control and Surveillance capacities and ***Result 3*** – Call for Proposal for sustainable management/development and governance flagship in the inland and marine small-scale fisheries. It is implemented through 5 Work Plans which are managed directly (Service Contract for the procurement of TAT and NKE, Result 3 – Call for Proposals, Direct Grants and financial audits and external evaluations), semi-direct (LVFO and LTA Work Plans) and indirect (Marine fisheries Work Plan which is implemented by the IOC Secretariat). The Technical Assistance Team (TAT) is a cross-cutting component and is composed of a Fisheries Economist/Team Leader who is also responsible for the overall technical coordination of the Programme; an MCS Expert and a Communication and Visibility Expert.

Besides the implementation of the strategic actions of Result 1 and 2 in marine fisheries of the EA-SA-IO, the IOC Secretariat is hosting the Centralised/Integrated Programme Management Unit (IPMU). This Work Plan has a budget of EUR 9,750,000 (about 34% of the total funding), in addition to the alternate financial support of approximately EUR 3.6 million through the active participation of La Reunion/France. Result 1 has a budget of EUR 3,510,000 to enhance the sustainable management of the regional marine fisheries and environment conservation through eight mandatory strategic actions. It is bound to reshape the political economy of the regional marine fisheries on the pathway of socio-ecological sustainability, climate-resilience, and financial self-sufficiency for the present and future generations.

E€OFISH MARINE FISHERIES (IOC) WORK PLAN



Source: S. Sweenarain, 2020

1.2. INTERVENTION LOGIC

It is an oxymoron of our time that the massive natural wealth of the coastal marine fisheries resources and ecosystems is sleep-walking toward the next human holocaust instead of contributing sustainably to the shared economic prosperity of the fishing communities and the populations at large of the EA-SA-IO region. Despite the high policy declarations, the sub-sector is plagued by overfishing and unethical fisheries practices which are exacerbated by human-induced and environmental stressors, including climate change. The local communities are experiencing a "resource curse" as the result of the predominant poorly regulated open access and informal activities that are reinforcing a vicious circle of underdevelopment through policy failures, weak management, a lack of basic socio-economic infrastructure and supply-chain logistics. Well-managed, the marine fisheries resources and ecosystems can be a game-changer for the economic transformation of the local, national and regional economies. The inspiring economic transformation of the African continent cannot be achieved without the sustainable and inclusive modernisation of the primary industries, such as ***agriculture, farming, animal husbandry and fisheries***[56]. Good policies are toothless tigers if they are not implemented effectively[57]. Generally, Sustainable Development cannot be achieved without the mobilisation of adequate development resources and partnership, including financing[58]. Most of the least developed partners countries are facing a policy dilemma regarding the allocation of their limited monetary and fiscal resources to provide essential social services or to invest in the growth sectors. Over the past decade, the marine fisheries of the EA-SA-IO countries have received about US$ 2 to 3 million from multilateral and bilateral donor[59] annually. Through the proposed E€OFISH-RCM, is geared to bring about a paradigm shift in the deployment of development assistance and partnership for sustainable reforms and modernisation of the coastal marine fisheries of the EA-SA-IO region. It can also serve as a flagship for the other African region.

56 Vera Songwe, Executive Secretary of the UN Economic Commission for Africa. She advocates that 70% of the working population of the African continent are employed in the rain-fed agriculture and related informal activities. They work only four month per year.

57 The CEO of AfDB 2018 – "Africa is not short of policies but of capacities to implement them effectively".

58 International Conference for financing the UN Sustainable Development Goals, Addis Ababa Agenda 2015.

59 Cf. Annex 4 – Economics of Development assistance in the fisheries sector of the EA-SA-IO region and Annex 5 for brief situational Analysis of the EA-SA-IO marine fisheries.

Several programmes and projects are implemented in coastal marine fisheries and related sectors in an isolated and fragmented manner across the region. They are sponsored by multiple and diverse multilateral and bilateral donors as well as philanthropies and private investments underlying a variety of strategic objectives and modalities. The uncoordinated multi-faceted donor-recipient relationships are down-playing the effectiveness and efficiency of development assistance on the ground as a result of duplication of efforts, high cost of implementation and misalignment of strategies and priorities. In order words, they are operating like free electrons that cannot be coordinated to create a laser beam. The proposed thematic RCM is chartered to resolve the following critical issues:

i) Institutional Players are working in silos at various hierarchical levels

ii) Unnecessary competing interest among Donor and Recipient Agencies.

iii) Inadequate communication and information sharing

iv) Diverse implementation and reporting procedures for programmes

v) Low level of accountability and transparency

vi) Uncoordinated Monitoring and Evaluation of initiatives at the regional level

In nutshell, the initiative aims at providing a synergistic platform to promote effective collaboration and partnership among donor agencies and programmes for accelerated sustainable management of the coastal marine fisheries and environment conservation in the EA-SA-IO region.

2. CONCEPTUAL FRAMEWORK

Inspired by the value-added of meaningful regional cooperation[60], the proposed Regional Coordination Mechanism is thought as a structured platform for enhancing the donor-recipient relationship in the coastal marine fisheries and environmental management cluster of the region[61]. The concept differs significantly from the other comparable structures worldwide in the sense that it is not an ***aid-recipient driven*** concept, but rather ***donor-driven*** like the UNECA RCM or the OECD CRS[62]. It also diverges from the existing Policy Dialogue Platform of the African continent such as the AFRIPASS[63]/AFRM/AU Continental platform and COMHAFAT[64]. Since 1990, there has been a proliferation of ***horizontal RCM*** in the different regions worldwide among the UN Agencies for the main purpose of coordinating their global programmes and reporting requirements on the three MEA and MDG/SDG. The E€OFISH-RCM is an integrative and interactive platform that is poised to emerge as an innovative cross-sector model for development cooperation that can be up-scaled progressively to embrace the regional Blue Economy Strategy.

This is an ambitious and yet, realistic endeavour to maximise the effectiveness and efficiency of the available scarce financial resources and partnership. The strategic action is implemented by

60 Cf. African Continental Free Trade Agreement, 2018 (https://au.int/en/cfta)

61 The EA-SA-IO region as a political block finds its relevance through the EU-ACP (Cotonou) Agreement. The EU is the leading multilateral donor in the region with significant comparative advantage in providing development assistance for the sustainable management of regional marine fisheries and environment sectors. (Cf. Annex 4 for more details)

62 Cf. Annex 4 – Economics of Development Assistance in the fisheries sector of the EA-SA-IO region that include a section on the OECD Computerise Record Scheme of the Official Development Aids to the fisheries sector.

63 Cf. Annex 1 for more details on the status African Platform for Regional Institutions for Fisheries, Aquaculture and Aquatic Systems (APRIFAAS). The platform was promoted by the EU Fisheries Governance Programme that was implemented by AU-IBAR but is inactive after the completion of the programme.

64 Cf. Annex 2 - Ministerial Conference on Fisheries Cooperation among African States bordering the Atlantic Ocean (ATLAFCO /COMHAFAT) which is supported by the EU LDAC Long Distance

the E€OFISH Marine Fisheries Work Plan in collaboration with the DMRO and partner countries. This section discusses the organisational and operational features of the E€OFISH – RCM before taking a deeper dive into its implementation modalities and schedule. More importantly, the project will be a steppingstone for establishing a regional historical database on donors and programmes, including lessons learned, best practices and Standards of Practices (SOP) which are essential for progressing development cooperation through constant improvement in donor-recipient relationships. The key features of the ***E€OFISH-RCM*** are as follows:

i) ***Thematic areas*** *– It encompasses the Coastal fisheries and related marine ecosystems conservation management sectors or an Integrated Coastal Management (ICM) approach in the Blue Economy Strategy perspective;*

ii) ***Geographic coverage*** *– It covers all the partner countries of the marine façade of the EA-SA-IO region[65]: Comoros, Madagascar, Mauritius, Seychelles, Mozambique, Tanzania, Kenya, Somalia, Eritrea, Djibouti and Sudan. They are represented by 3 recognised African Regional Economic Communities (COMESA, IGAD and SADC) and an Inter-Governmental Agency (IOC). The region also includes one Regional Fisheries Management Organisation (IOTC) and two Regional Fisheries Bodies (SWIOFC and SIOFA);*

iii) ***Synergistic or Integrated (Vertical and Horizontal) Approach*** **–** *Vertical in the sense that it includes different geographic layers: Regional, Sub-Regional and National levels. And Horizontally since it unites the multilateral and bilateral donors, Development Partners, Public and Private entities engaged in the region;*

iv) ***Multi-Stakeholder Participation/Engagement*** *-The mechanism attempts to link all relevant stakeholder groups involved in the demand and supply sides of the development cooperation and assistance: Multilateral, Bilateral and Philanthropic donors; Institutional Development partners, Public Agencies, Industry, NGO & CSO, Research, Science and Academia and others.*

v) ***Result/Performance-Oriented*** *- It promotes the sharing of lessons learned and best practices; an opportunity to look for innovative solutions to common challenges and shared ownership;*

vi) ***Openness and Entrepreneurial attitude*** *- A break-through from the conventional "Silo / fragmented approach" and wasteful competing interests to advance effective collaboration, partnership and solid momentum for transformational change.*

2.1 OVERALL OBJECTIVES

The overall objectives of the E€OFISH-RCM are as follows.

i) Enhanced effective coordination of development initiatives for ensuring coherence, consistency and complementarity in the sustainable management of the coastal fisheries and environmental conservation across the EA-SA-IO region;

ii) Maximised impacts from the use of available development capacities and resources, including human, financial and technical toward the time-bound socio-economic and ecological objectives of the UN Global Agenda 2030 and Transforming Africa 2063;

iii) Catalysed additional domestic and foreign resources, including public-private partnership and South-South Cooperation;

iv) Improved awareness-raising and sensitisation across the board on the development potential of sustainable marine fisheries and related sectors as an engine of growth and shared prosperity

v) Enhanced exchange of information, lessons learned and good practices;

vi) Reinforced capacity-building efforts and strengthening of the Human Resource Development through training and education;

vii Emerging development partners and sources of funding identified;

viii) Improved actionable policy and technical advice to DMRO and partner countries;

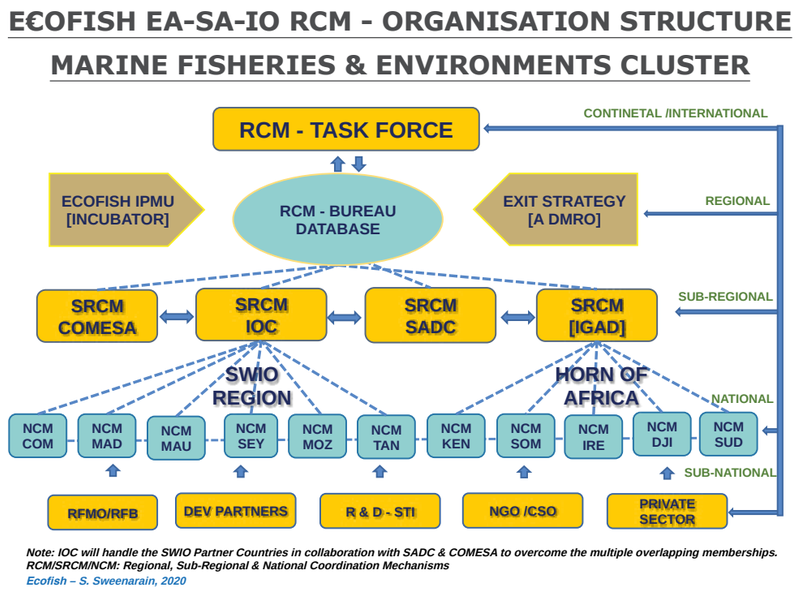
ix) Established institutional memory/archive on donors and programmes;

x) Strengthened cooperative arrangements and partnerships among Inter-Governmental Agencies, Research and Academia, Business Community, Non-Governmental Organisations and other key stakeholder groups;

xi) Improved accountability on development initiatives at the local, national and regional levels.

2.2 ORGANISATION & MANAGEMENT ARCHITECTURE

The E€OFISH-RCM consists of a web-based digital platform that will also support key stakeholder group meetings and policy dialogues periodically. The organisational structure consists of 3 major components, i.e. the Integrative Regional Coordination Mechanism (RCM), Sub-Regional Coordination Mechanism (SRCM) and the National Coordination Mechanism (NCM) which are linked to the existing institutional ecosystem of the EA-SA-IO region. They will be established and operationalised in the course of the E€OFISH Programmes. The proposed Organisational Chart of the E€OFISH-RCM is as follows:



65 Not including La Reunion/France because it is part of the EU and AFD (French Development Cooperation Agency).

2.2.1 REGIONAL COORDINATION MECHANISM (RCM)

It is a centralised web-based digital platform of the project that will be designed and operationalised at the IPMU with the support of an IT specialist and the TAT in collaboration with the Development Partners. It is critical to promote shared ownership around this strategic tool from the start. The modus operandi of the centralised system is to build a deeper understanding of donor-recipient interactions in the target sectors at the regional level. The expected outputs are obtained from the compilation of the data fed into the system by the DMRO and partner countries. The platform will be hosted by the IPMU during its gestation phase with a feasible exit strategy in the pipeline. It is expected that one of the DMRO would volunteer to host this regional hub at a later stage. The main responsibilities/functions of the RCM are as follows:

i) *Serve as the main forum for policy dialogues and joint programming initiatives for the coastal fisheries and environmental management at the regional level;*

ii) *Assess and monitor regional progress and strategies in the implementation of regional programmes, the RCM's support performance of the work completed and in progress as well as the financing arrangements and the effectiveness and efficiency of collaboration between the participating entities;*

iii) *Enhance inter-agency collaboration and coordination in the delivery of financial and technical supports to the partner countries;*

iv) *Coordinate/Align the annual work plan of the different programmes/projects and monitor implementation;*

v) *Facilitate project development, resources mobilisation and partnership;*

vi) *Undertake periodic review of development policies and programmes to identify gaps / caveats and recommend remedial actions;*

vii) *Advise the DMRO /Inter-Governmental Agencies on the rationalisation of roles, responsibilities and functions to avoid overlaps and duplications;*

viii *Convener yearly meetings, preferably on the side-line or back-to-back with other major regional conferences or workshops;*

ix) *Communicate regularly through various modes of communications.*

2.2.2 SUB-REGIONAL COORDINATION MECHANISM (SRCM)

This is the sub-regional chapter of the RCM that will be maintained by the DMRO Secretariat individually for mapping and monitoring the donors and programmes/activities within their respective community. The main objective of this entity is to generate a consolidated report of development cooperation in the fisheries and marine environment cluster periodically, say bi-annual or annual. It is the premise for generating the combined regional (EA-SA-IO) periodic status report by avoiding systematically the duplication of efforts occasioned by the multiple overlapping memberships among the DMRO[66]. Effective differentiation of thematic specialisation or Division of Labour. It is assumed that a technical consensus is reached to divide the maritime façade of the EA-SA-IO region into two sub-groups:

66 Cf. E€OFISH Programme Governance Structure and Frameworks - The issue has already been addressed through the E€OFISH Programme Governance Architecture whereby the DMRO have voluntary agreed to play a leading or supporting role regarding the implementation of series of strategic tools, including the E€OFISH-RCM.

i) SWIO Basin that comprises six developing island and coastal countries (Comoros, Madagascar, Mauritius, Seychelles, Mozambique and Tanzania) and ii) the Horn of Africa that will cover 5 coastal countries of the Western Indian Ocean and the Red Sea (Kenya, Somalia, Eritrea, Djibouti and Sudan). These two sub-regional platforms will be maintained by IOC and IGAD respectively in close collaboration with COMESA and SADC. The functions and responsibilities of the SRCM are similar to the RCM at the sub-regional geographic scale, i.e. the SWIO and the Horn of Africa.

2.2.3 NATIONAL COORDINATION MECHANISM (NCM)

Regional Policies and Strategies – Local Actions. The NCM is a critical component of the E€OFISH-RCM architecture. It plays a vital role in the maintenance of the database at the national level. It is based on a cross-sector or synergistic approach that is about to be appropriated by the partner countries.

It has been linked systematically to the National Focal Point of the E€OFISH Marine Fisheries (IOC) Work Plan. The main functions of the NCM are as follows:

i) *Serve as the point of contact between the SRCM / RCM and the national agencies, NGOs, Business Community and other stakeholder groups engaged in the target sectors;*

ii) *Act as a driving force for the follow-up/ implementation of programmes and projects in collaboration with other relevant Ministries and Departments;*

iii) *Facilitate the flow of information to ensure adequate coordination of activities between the RCM and the public and private stakeholders at the national level;*

iv) *Coordinate inputs at the national level and facilitate regular feedback on the implementation of the relevant programmes/projects to the RCM;*

v) *Network other National Focal Points through various means of communication.*

2.3 GOVERNANCE ECOSYSTEM

The RCM is vertically integrated into the different hierarchical layers of the E€OFISH Programme Governance Architecture, specifically the Marine Fisheries (IOC) Work Plan[67],[68]. Nevertheless, the platform is bound to have its development aspirations and guidelines. At the start, supported by the IPMU, the RCM Organisation & Management will consist of a Task Force and a lean Secretariat to coordinate the implementation of its activities at the national, sub-regional and regional levels.

2.3.1 DEDICATED TASK-FORCE

A Taskforce is time-bound and an outcome-focused group that will be set up to support the E€OFISH RCM strategic objectives and activities. It is an expertise-based governance model that bands professional and champions to act as a think-tank to advise the RCM Secretariat advancing its modus operandi. This is important to promote shared ownership and coherence among the multiple and diverse stakeholder groups. It will consist of 5 to 7 members that will include 2 co-

67 The strategic orientation and supervision of the RCM will be the responsibility of the Work Plan Steering Committee which is in turn accountable to the Centralised Programme Steering Committee through the Implementing Partner (IOC).

68 Cf. the Concept Note on the E€OFISH Programme Governance Structure and Frameworks

chairs who will be nominated by the Work plan Steering Committee. These two leaders shall be representative of the IPMU and DMRO. The other members will be appointed by the co-chairs from Partner Countries, Donor Agencies and NGO. Other participants may be invited to participate as observers[69] as and when required.

2.3.2 SECRETARIAT/BUREAU

The Secretariat is thought as the nervous centre of the RCM and is hosted by the IPMU as a stand-alone project with a clear roadmap in terms of objectives, work plan and exit strategy. The RCM Secretariat will have the following functions/responsibilities:

i) Ensure the overall Administrative and Technical Management;

ii) Maintain the structural and functional architecture (hard and software);

iii) Establish and manage the web-based digital system, including storage, retrieval of information, data security, Confidentiality Protocols and Standards of Practice;

iv) Develop effective working arrangements with the SRCM, NCM and other key stakeholders;

v) Strengthen collaborative links with other relevant international, regional and national platforms/networks;

vi) Serve as a regional clearinghouse (one-stop-shop) for the dissemination and exchange of Knowledge and Information;

vi) Promote effective communication and awareness-raising;

vii) Facilitate the organisation of the RCM Task Force and other meetings.

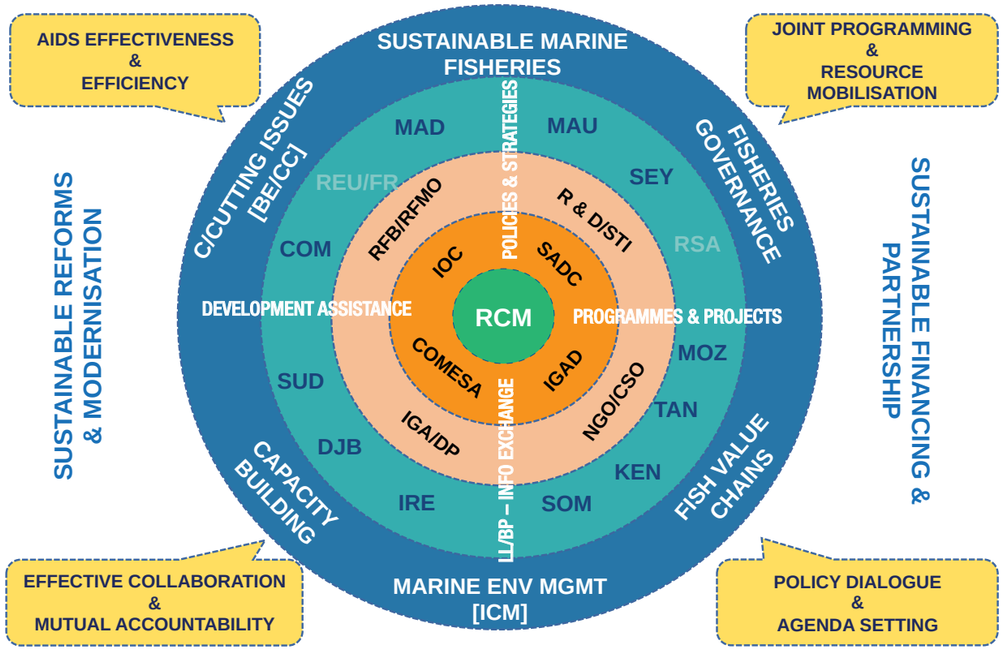
3. OPERATIONALISATION

The following chart illustrates the spectrum of E€OFISH-RCM. It illuminates the process for transforming the thoughts into a useful imaginative reality. The concept is based on a demand-pulled and progressive approach to build mutual trust and cooperation among key stakeholder groups to experience the compounded benefits of effective collaboration and synergies in development cooperation. In contrast with the conventional/monocultural platforms developed by the multilateral agencies, the initiative is driven by the regional aid-recipients and is policultural and integrative in the sense that it integrates the demand and supply sides as well as a top-down and bottom-up approach. In the short-term, the project will aim to maximize its expected outcomes through the Pareto's equilibrium (20/80), i.e. to collaborate with the 10-top multilateral, bilateral and philanthropic donors who are providing over 80% of development assistance in the region. Being supported by the EU through the 11th EDF Cross-Regional Initiative, the E€OFISH-RCM has a strategic comparative advantage[70].

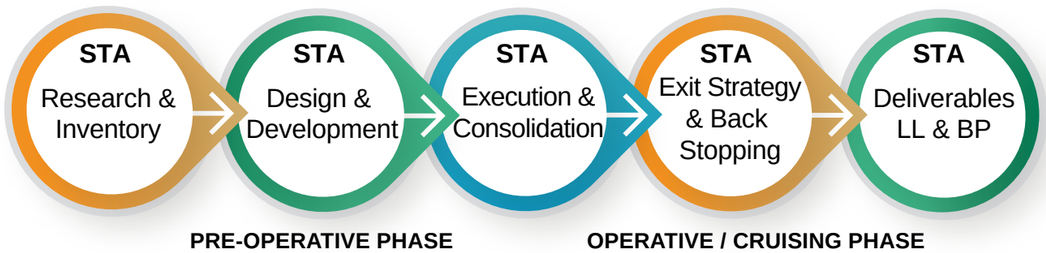
69 The outline of the Task Force Terms of Reference is given at Annexe 5.

70 The EU ranks first as a multilateral donor in the EA-SA-IO and has a strong leadership in supporting the marine fisheries and environment conservation in the region. Its position is strengthened - though still not well-coordinated - by other EU members such as France (AFD), Germany (GIZ) and Sweden (SIDA) as bilateral donors in the region. The other multilateral donors include the World Bank Group, Global Environment Fund, UNFAO and UNEP… (Source: OECD/RCS website).

E€OFISH PROGRAMME - REGIONAL COORDINATION MECHANISM
MARINE FISHERIES & ENV MANAGEMENT THE EA-SA-IO REGION



E€OFISH-RCM can be synthesized as a People – ICT Interface to promote effective regional cooperation and coordinated development assistance in the marine fisheries and environmental conservation of the EA-SA-IO region. The operationalisation of the RCM will follow the usual processes of project cycle management as suggested in the chart below.



In keeping with the key features/parameters of the E€OFISH-RCM (cf. Section 2.0), the Research and Development Phase will consist of these following activities.

i) Conduct documentary research to create an updated Profile of coastal fisheries and environment conservation at the national and sub-regional levels of the EA-SA-IO region, including the related continental and international instruments and policy frameworks;

ii) Establish a Register and Profile of current donor agencies, Public and Private Investments, programmes and projects engaged in the target thematic cluster in the region, including their development assistance agenda/preferences;

iii) Write a brief on the main regional and national programme/projects in a Log Frame format: Overall Objective, Specific Objectives, Expected Outcomes and Activities, Beneficiaries, Budget and implementation schedule;

iv) Create a profile of the aid-recipients and/or implementing entities at regional, sub-regional and national levels.

The provisional Work Plan is presented in the Grant Chart below.

REFERENCE		TASK / EVENT	YEAR 2020												YEAR 2021				YEAR 2022				YEAR 2023				YEAR 2024				ACTORS / REMARKS
			4	5	6	7	8	9	10	11	12	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
Step 1	1	Formulation of Concept Note																													TAT
	2	Consultation & Approval																													DMRO/NFP & other key Players
	3	Doc Research + Data Collection																													NKE/DMRO + IPMU RFS
	4	Preliminary Data Analysis																													TAT+ IPMU ITS + RFS
	5	Hiring STE - Software Engineer [TOR]																													IPMU/ Service Contactor [NKE]
Step 2	6	Software Design + Development																													STE / IPMU [ITS + RFS]
	7	User Manual + Content																													STE + IPMU
	8	Reg Technica; WSP - Familiarisation + CB																													STE / IPMU + Key Actors
	9	Set up interim/shaodow Secretariat																													IPMU RFS +ITS + PA [TOR]
	10	Set up Task-Force [Multi-stakeholder]																													IPMU + DMRO [constantly]
	11	Dissemination Awareness-raising/Comms																													C&VE / DMRO website / newsletters...
	12	Publication & Dissemination of Reports																													IPMU/TAT
	13	Database maintenance + updating content																													IPMU / Back-stopping (optional)
Step 3	14	Performance Review/Consolidation																													IPMU /DMRO /DP/NFP
	15	Online Survey of end users																													IPMU/DMRO-DP
	16	Consultation/Planning Exit Strategy																													IPMU /DMRO/DP
Step 4	17	Rolling out Exit Strategy [Transition]																													IPMU
	18	Regional Coordination Meetings/WSP																													IPMU/DMRO
	19	Regional High-level Policy Dialogue Conf																													IPMU /DMRO
	20	Internal Monitoring and Control																													IPMU/TAT [Periodic]
Step 5	21	Final Handing-over + Doc LL + BP																													IPMU/TAT

The preliminary research works will be carried out by the Non-Key Expert (NKE) assigned to the DMRO in collaboration with the IPMU technical staffs. Appropriate templates will be developed to standardize the fact sheets, Register and Profile of the stakeholders at all levels. An analysis of the collected information will be useful to test the Input-Output Matrix as an intermediate step for designing the architecture and functionalities of the Database. The confidentiality and proprietary rights of personal and corporate data, password-protected access and cybersecurity issues that may have an incidence of the on-line Database will be addressed diligently. It is anticipated that the virtual platform would be linked to the E€OFISH website and trusted users would be authorised to upload and update their inputs online. For the capitalisation of the intermediate outputs, the E€OFISH programme intends to organise a high-level donor-recipient performance review and policy dialogues on a biennial basis.

3.1 EXIT STRATEGY AND PROSPECTIVE DEVELOPMENT

The strategic orientation and evaluation of this intervention are the responsibility of the E€OFISH Marine Fisheries (IOC) Work Plan Steering Committee[71] which in turn would be accountable to the E€OFISH high-level Steering Committee. Since the strategic tools are meant to outlast the lifespan of E€OFISH. The prospects for the institutionalisation of the E€OFISH-RCM remain open at this stage. The centralised web-based Platform, including its operational management, can be either hosted by one of the DMRO. Otherwise, it may be established eventually as an autonomous cross-regional entity such as COMHAFAT/ATLAFCO[72]. However, it is premature to speculate on these future options now and the project prefers to adopt a conservative pathway to prove itself. The project will have to create a wave of disruptive innovations through effective communication.

E€OFISH-RCM is a small project with great impacts. Development assistance may shrink over the next few years because of the public health and economic crises in donor countries due to the COVID 19 pandemic but will not end anytime soon. It is, therefore, critical to maximise the impacts of development aids. E€OFISH-RCM is a simple and cost-effective tool that can be a game-changer in development cooperation. However, the mechanism can be replicated or upscaled smartly to other economic clusters and regions of the African continent. Based on the learning investment, the E€OFISH Programme intends to propose an analogous project to the EAC-COMESA-SADC Tripartite Agreement for the shared inland fisheries of Lake Victoria, Lake Tanganyika and the Zambezi water bodies. IGAD will be also encouraged to adopt an expanded version to cover its Blue Economy clusters.

4. CONCLUSION AND WAY FORWARD

The E€OFISH aims at resolving the ***asymmetries of information among programmes and projects*** to enable effective collaboration and partnership among them. Programmes/ Projects need to understand how they can align their efforts/resources before they can work together toward a common objective. ***Building synergies among donors and programmes***. Based on mutual trust and convergent policy preferences, the donor-recipient relationship can evolve progressively toward ***more coherent procedures, mutual accountability, joint programming and mobilisation of resources***. In other words, the project aims at ***building a pipeline instead of carrying buckets*** in the regional landscape of development cooperation for marine fisheries and environmental conservation. The project will be rolled out tentatively as per the proposed work plan at Section 3.0. It is a pledge to seamless collaboration and partnership for the common good.

71 Cf. E€OFISH Programme Governance Architecture and Frameworks for more detail on the Marine Fisheries (IOC) Work Plan Steering Committee

72 The idea of creating a dedicated regional agency for high-level policy dialogue and programme coordination was discussed by the DG MARE / LDAC during the final Work Plan of SmartFish. It is wondered whether the project might be brought back on the table. In 2014 a similar concept was considered by World Bank project to support CAMFA but was stalled

SETTING UP A REGIONAL COASTAL MARINE FISHERIES-CLIMATE CHANGE OBSERVATORY FOR THE EA-SA-IO REGION

STRATEGIC ACTION 1.7

SETTING UP A REGIONAL NETWORK FOR ASSESSING AND PREDICTING THE POTENTIAL SOCIO ECONOMIC AND ECOLOGICAL IMPACTS OF CLIMATE CHANGE AND BIODIVERSITY DEGRADATION ON THE COASTAL MARINE FISHERIES AND ECOSYSTEMS OF THE EA-SA-IO REGION [Strategic Action 1.7]

EXECUTIVE SUMMARY

Climate change threatens world fisheries. As temperatures are rising, fish populations are projected to decline and disappear in some regions, especially in the tropics. Fish is an essential protein source for 3.2 billion people and provide 17 per cent of the world's animal protein. It is a lifeline for many developing countries, including the EA-SA-IO region that rely on fish for 70 per cent of their nutrition.

The local fishing communities contribute the least to the global CO2 emissions but are facing existential threats. Despites the pledges Paris Agreement on Climate Change 2015, there has been no substantial progress in the Global Decarbonisation to-date and the world in sleepwalking into a +2°C or worst scenario with disastrous consequences for the topical coastal and island states.

To balance the pessimism of climate science and the faith of the local people about their lives and livelihoods, E€OFISH will do what it takes to promote fish sovereignty for the wellbeing and shared prosperity of the coastal fishing communities. The proposed network will provide scientific evidence to support national projects to the Green Climate Fund (GCF) and other multilateral development agencies.

Informed policymaking and management measures are critical for mainstreaming appropriate climate-smart and "no-regret" investments to build resilience of fragile fisheries resources and ecosystems for the present and future generations. Circular Economy is applicable to the coastal fisheries - from hook to plate - to ensure sustainable harvest and consumption of seafood, i.e. fish food sovereignty for the local fishing communities.

The operationalisation of a Regional Coastal Marine Fisheries-Climate-Environment Outlook Network to track the socio-economic and ecological impacts of climate change and biodiversity degradation in the ACP countries of the EA-SA-IO region is supported by Strategic Action 1.7 of the E€OFISH Marine Fisheries Work Plan. The purpose of the Concept Note is to define the objectives, theory of change, high-level log frame and implementation modalities of this intervention to trigger a multidisciplinary and multi-stakeholder consultative process for anchoring the mechanism in the regional landscape.

The consultative process is time-bound and the stakeholders and development partners are requested to submit their feedback promptly.

1. INTRODUCTION

The main objective of the E€OFISH Programme is to mainstream the principles of Blue Economy[1] in the sustainable management of inland and marine capture fisheries of Eastern Africa, Southern Africa, and the Indian Ocean region. It entails ***a holistic and synergistic approach to embed the bio-ecological as well as the socio-economic dimensions*** into coastal fisheries policies and management approaches, which is inspired by a triple bottom line, i.e. economic efficiency, Social Equity, and environmental stewardship amid the threats of climate variability and change. With the unchecked depletion of the aquatic resources and habitats besides the growing inequalities within and between countries worldwide, the main challenge of this century is to drive economic growth and shared prosperity within the limits of the planetary boundaries[2]. The sacrifices and lessons learned by the society during the COVID 19 pandemic would be waste if the momentum for a more sustainable, equitable, and more united world is dampened.

The Marine Fisheries Work Plan is one of the components of the E€OFISH Programme which is focusing on the coastal fisheries of the region[3]. Though the real contribution of the marine small-scale fisheries is not fully captured in the national GDP, they are the lifeline for millions of households for their livelihoods, wellbeing, and cultural diversity mostly in the Least Developed and Vulnerable States of Sub-Saharan Africa. Nearly 90% of the global seafood harvest is realized inside the national waters of the coastal states and about 80% of marine fisheries is harnessed by the small-scale fisheries which consist primarily of subsistence and traditional artisanal fishing activities[4]. These local fishing communities are sleeping walking into irreversible socio-ecological chaos due to demographic expansion, overfishing and unsustainable fishing practices which are exacerbated by other human-induced and natural environmental stressors, including extreme weather events and climate change. There is an urgency for evidence-based policymaking and management decision to rescue the coastal fishing communities from the next human holocaust.

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2. RATIONALE

Climate change is intensifying more rapidly than expected. The last five years have been the warmest on record; natural disasters are becoming more intense and frequent while last year witnessed unprecedented extreme weather events worldwide. Alarmingly, ***global temperatures are on track to increase by at least 3°C towards the end of the century*** – which is twice the limit to avoid the most severe economic, social, and environmental upends in the tropical regions of the world. The near-term impacts of climate change will intensify the planetary emergencies, including loss of life and livelihoods, extreme poverty and inequalities, and geopolitical instability. ***Failure of climate change mitigation and adaption*** is considered as the No 1 risk by impact and No 2 by likelihood for the next 10 years[5]. Biodiversity loss has severe

1 Greening the aquatic fisheries resources and environments with emphasis on the people at the bottom of the pyramid.

2 The paradigm shift consists of the transformational change from "Growth Without Limits" to "Growth Within limits" instead of "Limits to Growth".

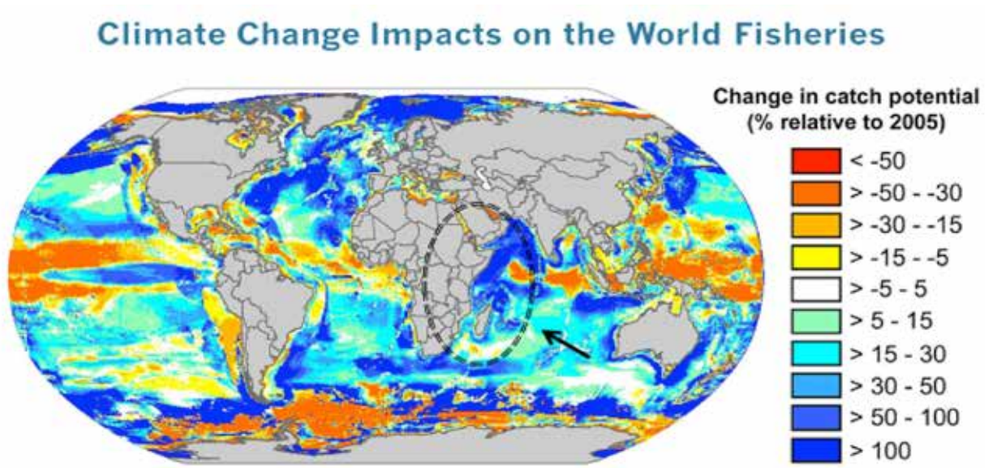
3 A synopsis of the E€OFISH Marine Fisheries Work Plan given in Annexe 3

4 An overview of the EA-SA-IO marine fisheries is presented at Annexe 2

5 World Economic Forum – Global Risk Report 2019.

implications for humanity, from the collapse of the functional services and health systems to the disruption of the entire food webs. It is essential for maintaining human wellbeing, livelihoods, and economies. The world's 7.6 billion people represent just 0.01% of all living creatures by weight, but humankind has caused the loss of 83% of all wild mammals and half of all plants. ***Biodiversity loss and ecosystem collapse is one of the top five global risks***. The clearance of over 35% of the world's mangroves for human activities has exposed coastal people habitats at risk from floods and sea-level rise. If today's mangroves were lost, 18 million more people would be flooded every year (an increase of 39%) and annual damages to property would increase by 16% ($82 billion). ***Protecting and restoring natural ecosystems is, therefore, vital to fighting climate change***. Nature-based solutions could provide 37% of the cost-effective CO_2 mitigation needed by 2030 to maintain global warming within 2°C[6].

Climate change threatens world fisheries. The significance of the coastal fisheries as "safety nets" for food and nutrition security and employment of last resort can hardly be underestimated in the Sub-Saharan African region. As temperatures are rising, fish populations are projected to decline and disappear in some regions, especially in the tropics. The challenges of the capture fisheries sub-sector are often underestimated or overlooked because researchers and policymakers tend to focus on agriculture as the primary source of food supply for the growing global population, yet ***fish is an essential protein source for 3.2 billion people and provide 17 per cent of the world's animal protein***. It is a lifeline for many developing countries, including the Sub-Saharan African region that relies on fish for 70 per cent of their nutrition. Improved fisheries management, including policing of illegal fishing and setting aside climate-smart marine protected areas can provide refugia for nurturing fragile fish stocks. A circular economy approach, i.e. the sustainable harvest and consumption of seafood can increase the resilience of fish stocks. However, a drastic reduction of GHG emissions at the global scale must remain a top priority.



Predicted change in the potential of fisheries, given the distribution range shifts induced by global warming and a relationship linking distribution and potential catches. The global map shows that some countries would gain while others would lose from such changes (from Cheung et al. 2009b). Note that these predictions do not account for change in oxygen distribution in, and acidification of the oceans, and hence represent an optimistic scenario

Source: Daniel Pauly – Sea Around Us (2009)

6 IPCC Ocean and Cryosphere Special Report, Sept 2019. Refer to Annexe 1

Various pathways and impacts of ocean warming and extreme weather events (EWE) on the coastal marine fisheries ecosystems have been identified in existing scientific and peer-reviewed literature. These direct pathways include an increase in sea surface temperatures (SST), sea-level rise (SLR), change in rainfall patterns and intensification of tropical storms. The indirect drivers include ocean stratification and acidification, change in nutrient, currents, and salinity levels. ***The purpose of the present intervention is to create a Coastal Fisheries-Climate Outlook Network to assess and predict the impacts of climate change and EWE on the productivity of the coastal marine ecosystems and fish production as well as the cascading socioeconomic consequences on fishing communities, fish market, trade and the national economies***. Special attention will be given to the most vulnerable or invisible groups and informal stakeholders, including children, women and elderly people who are engaged in subsistence fishing and associate activities for their livelihoods and food security.

Despite the significant progress made in advancing global climate change science research, the conduct of viable ***scientific and socio-economic impact studies*** at the regional and national levels is lagging. There is still some major data-gap and caveats to understand the impacts of climate change and climate variability on the local socio-ecological systems. The local impacts differ significantly from the simple averages of global and regional averages of climate change. For instance, the first Marine Protected Areas established around the world during the early 90s have focused mainly on biodiversity factors without integrating the impacts of climate change. The refugia for aquatic resources in our region needs to be identified and documented. Though there is a correlation between extreme weather events and the impacts of climate change at the local level, it is not well understood from the coast fisheries perspectives. Moreover, local communities tend to interpret extreme weather events as climate change which is not so. These shortcomings are partly responsible for the misunderstanding or scepticism of the impacts of climate change in the local socio-ecological context.

In the EA-SA-IO maritime region, there is a lack of adequate and reliable scientific knowledge and data information on the status of fish stocks and ecosystems supporting the main marine fisheries as well as the relative impacts of the pathways of climate change on the fish supply chains. There is an urgent need for downscaled modelling to assess the potential impact of climate change on the fisheries economy of the region. ***"We manage what we can measure"***. This intervention intends to build a set of indicators/markers of the Fisheries-Climate nexus for driving science-based climate-smart fisheries policies, strategies, and management plans at national and regional levels.

3. CONCEPTUAL FRAMEWORK

The proposed intervention aims to set up a regional Network for assessing and predicting potential impacts of climate change on selected coastal marine fisheries and ecosystems in EA-SA-IO region[7]. The pilot will initially focus on observing the biophysical and socio-economic factors of ocean warming and associated environmental stressors the priority fisheries in the partner

7 It is one of the strategic actions of E€OFISH Marine Fisheries Work Plan which is implemented by the IOC Secretariat. It covers the ACP countries of the marine façade of the EA-SA-IO region: Comoros, Madagascar, Mauritius, Seychelles, Mozambique, Tanzania, Kenya, Somalia, Eretria, Djibouti, and Sudan. La Reunion, an outer territory of France/EU is also participating this programme on its resources.

countries. The concept is inspired by Integrated Coastal Management which is interrelated to other analogous approaches such as the Ecosystem-based Fisheries Management (EBFM), Integrated and Sustainable Fisheries Management Approach and the FAO Blue Growth Initiative.

Besides a lack of adequate and reliable fisheries data, the conventional fish stock assessment methods are based on a single species which is not appropriate in a multi-species and multi-gear fisheries such as the artisanal fishing. However, there is a global effort to promote EBM to embrace the biophysical and socio-economic dimensions of fisheries management in an integrative and holistic manner. So, the intervention proposes to establish a regional network of national or local in-situ observing of the ocean warming and biodiversity degradation phenomena in selected coastal marine fisheries.

The regional network of national marine research centres will collaborate to synthesize a suite of existing and in-situ observations through the dynamic models to assess the current and future trend of climate and environmental impacts on the fisheries. It will

also refer to UN SDG 2030 framework, particularly SDG 14 that has six targets related to marine life, small-scale fisheries, and associated ecosystem services.

4. METHODOLOGY

The Regional Climate-Fisheries Outlook Network will have to select key indicators/pointers related to the impacts of ocean warming as well as overfishing and unsustainable fishing practices on the coastal marine fisheries to anticipate appropriate adaptation measures for maximisation of the socio-economic and ecological benefits to local fishers and fish workers in the partner countries. This following chart summarizes the Climate-Environment – Fisheries nexus.

CLIMATE & NON CLIMATE DRIVEN IMPACTS ON COASTAL MARINE FISHERIES

CLIMATE DRIVEN STRESSORS				OTHER ENVIRONMEMTAL STRESSORS			
CORAL REEF DECALCIFICATION	RISE OF SEA SURFACE TEMP	MANGROVE FOREST SHRINK	ALTERATION SEAGRASS BEDS	LAND-BASE & MAR POLLUTION	POP GROWTH & COASTAL DEVPMT	OVERFISHING & IUU FISHING	POL FAILURES & WEEK MGMT
CLIMATE CHANGE ACTING AS STRESS AMPLIFIER TO OTHER ENVIRONMENTAL FACTORS							
DESTROY CORAL REEF & SHELLED CREATURES	SEA-LEVEL RISE OCEAN CURRENTS & CHEMISTRY	EL-NINO, LA NINA, SALINITY & DEAD ZONES	STORMS FREQUENCY & SEVERITY	RUN-OFFS, SEDIMENTS & CHEMICALS	ALIEN & INVASIVE SPECIES	UNSUSTAINABLE FISHING PRACTICES	OPEN-ACCESS &TRAGEGY OF THE COMMONS
EFFECTS OF CLIMATE CHANGE AND OTHER ENVIRONMENTAL FACTORS SPINNED-OFF							
FISH PRODUCTION		FISHING OPERATIONS		COMMUNITY LIVELIHOODS		SOCIETY AND ECONOMY	
Species composition & diversity		Fishing Gross Incone (Cost & Rev)		Damage of coastal infrastructure		Loss of Private properties	
Declined fish production and yield		Safety at sea / Accidents		Damage fishing assets		Public health hazards / Risks	
Distribution patterns		Conflicts over fish resources		Poverty & Food Insecurity		Affect Markets & Foreign Trade	
CLIMATE ADAPTATION MEASURES							
> Reduce post-harvest losses		> Alternative Livelihoods		> Improve Fish Hygiene and		> Responsive Governance	
> Value chain Development		> Modernisation Fishing Assets		> Quality management		> Ecosystem-based mgmt.	
> Smart Aquaculture		& Technologies		> Education and Awareness Bldg.		> Climate smart fisheries and cross-	
> Improved MPA & Reserves		> Insurance Scheme		> Planned migration / Mobility		sector policies & Regulations	
> Research & Development		> Social Security & Assistance		> Early Warming Systems		> Regional Cooperation	

Source: S. Sweenarain, 2016

The project implicates a multidisciplinary and a multi-stakeholder approach for defining its objectives, activities and expected outputs of the regional marine research network. It implies the selection of critical environmental and climatic drivers to be observed, means of observation, data collection, analysis, and integration as well as the use of the data and a constant review of these processes. The process will help define the sampling methods, including time, space, parameters as well and the use of available technologies.

This proposed mechanism will benefit from the existing Global Ocean Observing System (GOOS), other regional ocean observing tools and techniques for the coastal fisheries and capacity development for a realistic regional ocean and fisheries observation supply chain. The harvested quantitative and qualitative data will be processed/integrated to produce tailor-made products to the end-users. A feedback mechanism will help improve the process and expected outputs.

The Network will be designed through consultation among the key stakeholders (data users and producers) namely:

i) **RESOURCE USERS:** The stakeholder groups include indigenous/artisanal, commercial, and recreational fishers, fishery managers, eco-tourism operators and so on They require information on ocean conditions, resource distribution, and abundance. They generally do not require primary data, but products tailored to specific needs.

ii) **SCIENTISTS AND ECONOMISTS:** The network includes Climate, Ocean, Marine Environment and Fisheries Scientists as well as socio-anthropologists and economists. They collect and analyse primary observations to generate products (e.g., indicators, maps). Their goal is to advance basic and applied understanding of the climate-environment-fisheries nexus.

iii) **FISHERIES MANAGERS:** They are charged with regulating access to marine fisheries resources, ensuring their sustainable and integrated management. They can be extended to conservation managers, and tourism managers at no additional cost. These stakeholder groups require products that assist them in defining trade-offs between different management aims, assessment techniques, and data collection plans.

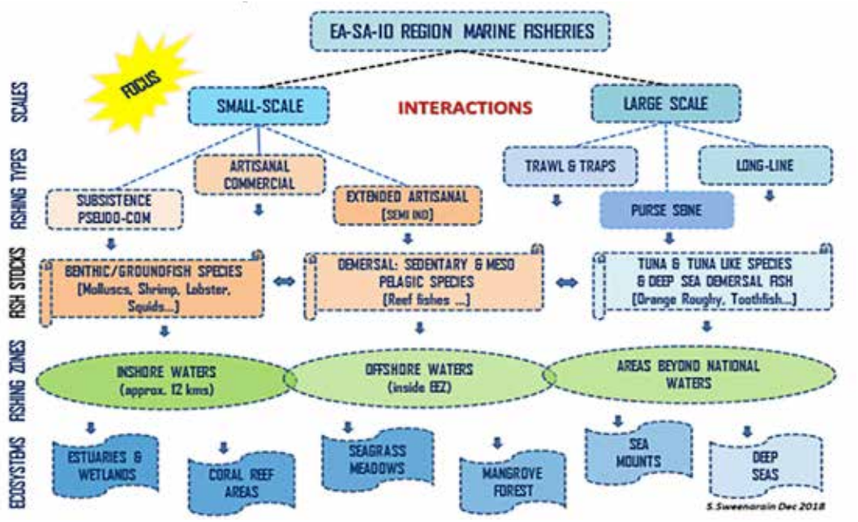
iv) **POLICYMAKERS:** They require concise information about ocean observing results and indicators. Policy ultimately sets the formal rules and frameworks that regulate resource users, managers, and the operating space for scientists. The focus will be on the marine fisheries sub-sector.

v) **GENERAL PUBLIC, CIVIL SOCIETY ORGANISATIONS, AND THE MEDIA:** They often seek information on the health status and sustainability of the coastal marine resources and ecosystems, including the impacts of climate change and pollution. They need synthesized information for communications, awareness building and advocacies.

5. MAIN OBJECTIVES

In a nutshell, policymakers need accurate and concise information to balance long-term environmental challenges with short-term societal benefits. The fisheries production and ecosystems are changing, or degrading, scientific knowledge and data are needed to assess and predict the potential impacts for driving remedial measures. Information from diverse sources is integrated and analysed for monitoring and management purposes. The landscape of the regional marine fisheries sub-sector is illustrated in the following chart.

LANDSCAPE OF THE EA-SA-IO MARINE FISHERIES



Several existing regional scientific partners and programmes namely, GOOS, UNEP/ Nairobi Convention, Nansen Programme, and UNESCO Africa Ocean Information Hub can potentially support and add value to the initiative through technical supports and capacity development.

The main objectives of the proposed network are tentatively as follows:

i) Link the marine fisheries forum or platform to the existing Climate - Ocean- Environment observing networks such as GOOS and GMES to enable the local and national stakeholders to work together with its set objectives for the common public good.

ii) Coordinate the collection of multidisciplinary fisheries and environmental information by connecting relevant organizations and actors, including Research and Science, public agencies, industry, and communities;

iii) Create a forum for data producers, data users, producers of intermediate products and end-users to continually reassess the monitoring objectives in the light of latest policies and user needs;

iv) Adopt a comprehensive data management framework, including the sustained use of specific data repositories, building linkages between these repositories, promoting the use of common data and data exchange formats for interoperability, and use of open-source tools;

v) Facilitate access of data and metadata for science as well as reliable and specific data products to the public agencies, industry, resource managers, policy and decision-makers;

vi) Improve dynamic modelling efforts for prediction, including fish species distributions, and ecosystem health to support integrated and sustainable fisheries resources and ecosystem conservation management;

vii) Contribute to coherent capacity development and training programs, including analysis and visualization for users of varying levels of expertise through a joint ocean observing system governance framework.

(viii) Promote science-based narrative and storytelling and communications for awareness-raising, social innovations, and advocacies on the topic.

6. ACTIVITIES

The ultimate goal of the strategic action is to mainstream climate-smart policies and investment strategies into the coastal marine fisheries of the EA-SA-IO partner countries. It is critical for tapping the development potentials of the sub-sector to contribute to wealth creation, shared prosperity, and food security in the local and national economies amid climate risks. The network will also provide scientific evidence to support national projects to the Green Climate Fund (GCF) and other multilateral development agencies. The initiative network has to go beyond a one-off exercise to ensure effective multi-stakeholder collaboration for achieving the following short, medium and long terms outcomes:

I) Inventory of the existing knowledge, information, and capacities on the marine fisheries, climate and environment nexus to develop a realistic framework for a deeper understanding of their potential bio-ecological and socio-economic impacts on priority coastal fisheries and ecosystems of the partner countries.

ii) Assessment of the current and future potential socio-ecological impacts of the key drivers of ocean warming and the vulnerabilities of the coastal fisheries ecosystems and fish production besides the spill-over effects on the livelihoods and wellbeing of fishing communities and the national economy as a whole.

iii) Appropriate climate adaptation and resilience measures mainstreamed into the national fisheries policies and strategies, including support for cross-sectoral plans and investments to safeguard the livelihoods and wellbeing of fishing communities and the coastal population.

iv) Capacity Building and Partnership, including training and sharing of lessons learned, use of innovative technologies, and good practices at the regional level.

v) Operationalisation of a Regional Network for ocean observation focusing on coastal fisheries - climate change and environmental health nexus to optimise the socio-economic benefits to local communities and fish supply chains.

vi) Domestic and external Resources and Partnership (Technical and Financial) mobilisation for rolling out public and private climate-smart investments in the fishing assets and onshore fisheries infrastructures and logistics

vii) Policy dialogues and advocacies, awareness-raising and sensitisation, and communications on the urgency for climate-proofing coastal fisheries.

7. OPERATIONAL MODALITIES

The proposed ***Regional Coastal Marine Fisheries-Climate-Environment Outlook Network*** will build on the existing body of scientific knowledge, including satellite observations[8] and in-situ data collection to improve the understanding and prediction of climate variability and biodiversity degeneration on socioeconomic and ecological vulnerabilities of selected coastal fishery value chains in the partner countries of the E€OFISH Programme. The maritime façade

8 Global Monitoring of Environment for Security (GMES) Programme EU-AUC and Global Ocean Observing System (GOOS) which is UNESCO-IOC Initiative supported by the UNEP/Nairobi Convention in the WIO region. These two global earth and ocean observing systems and several networks that are monitoring the different pathways of climate variability and change on the marine biodiversity and ecosystems in the Western Indian Ocean region

of the EA-SA-IO region is conceived as a unified block for effective economic cooperation in fisheries sub-sector. However, the approach is rolled in a common but differentiated approach to cater for the specific needs and aspirations of each ACP partner country of the region – No country is left behind. They are 11 coastal and island economies that are supported by at least four major Duly Mandated Regional Organisations and two regional fisheries organisations for the integrated and sustainable management of their marine fisheries.

Climate Change and Biodiversity Conservation have been the top priorities of the international communities and multilateral agencies over the past three decades. Though the real progress in fixing the problems on the ground is insignificant and fragmented to-date, there are tremendous body of scientific knowledge and data, on-going global climate and environmental observation programmes, networks of multidisciplinary experts, specialised regional and national environmental conservation agencies and observatories, social and environmental non-governmental organisations, the business communities and fisher associations that have to mobilised for the setting up of the proposed mechanism. So, the critical factor for establishing this network is effective collaboration and synergistic thinking among all key players.

7.1 STAKEHOLDERS AND IMPLEMENTING PARTNERS

As stated, the proposed intervention is funded by the E€OFISH Marine Fisheries Work Plan – Strategic Action 1.7 and implemented by the E€OFISH Integrated Programme Management Unit(IPMU). The initiative is championed by the IOC[9] and designed against the backdrop of the latest peer-reviewed technical reports[10] and declarations of the UNFCCC. At the start, the project will focus on the small-scale fisheries that include a wide range of traditional subsistence and modernised artisanal fish value chains in the eleven ACP partner countries[11] plus La Reunion/ France which will be self-funded. Apart from the transboundary or shared fish stocks, each partner country will select its priority coastal fisheries. It also integrates the inputs gathered by from the preliminary consultation with several regional and national organisations such as the UNEP – Nairobi Convention, UNESCO/IOC - Africa Ocean Information Hub Project, EU Global Marine Environment and Security Programme, and the IGAD Climate Change Division. The national chapter of the network will involve the parent Ministries and cross-cutting agencies (Fisheries, Environment, Climate Change Adaptation and ICZM), National Marine Research and Academic Institutes, Fishers and Fish Workers Associations, Environmental NGOs and so on. The intervention will ensure that the activities are not limited to the mainland of the archipelagos partner countries. The National Focal Points of the E€OFISH Programme will assist in the facilitation and coordination of the key stakeholders at the national and sub-national levels. However, this is just the beginning of the process for an in-depth and inclusive consultation with all relevant stakeholder groups.

To facilitate the operationality of the regional network, EA-SA-IO region is sub-divided into 3 clusters:

9 Despite their political and economic diversities, the five IOC member states are island economies (three of them, Comoros, Mauritius, and Seychelles are SIDS) which are dependent on the ocean industries for their sustainable development. Beside the active support of the Charge de Mission for Marine Fisheries and Environment conservation Management, the counterpart for Climate Change at the IOC Secretariat has expressed her willingness to support the initiative [verbal communication].

10 Cf. Sweenarain S, EU-CTA 2016, The effects of Climate Change and Variability on the Artisanal Fisheries of the Member-States of the Indian Ocean Commission

11 Comoros, la Reunion/France, Madagascar, Mauritius, Seychelles, Mozambique, Tanzania, Kenya, Somalia, Eritrea, Djibouti, and Sudan.

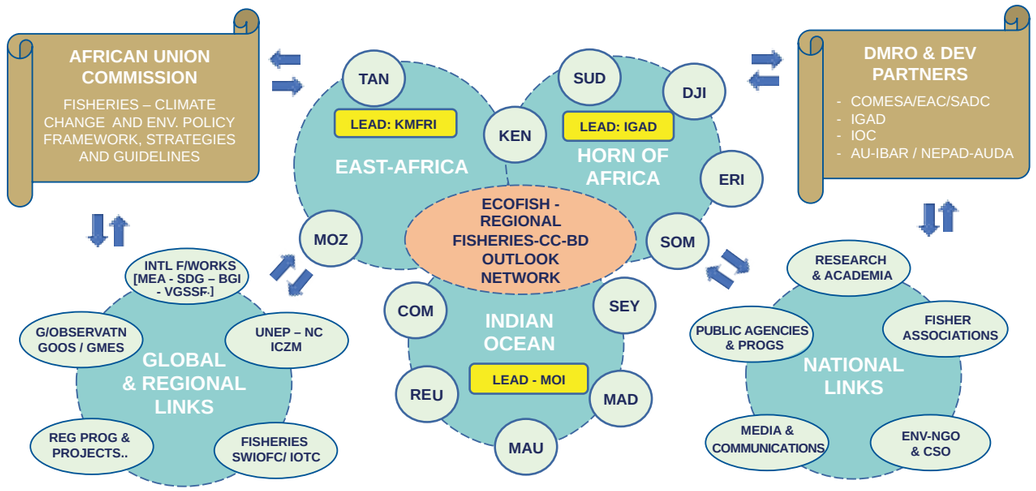
Cluster 1 Indian Ocean Commission [Island Economies]
Countries: Comoros, La Reunion/ France, Madagascar, Mauritius, and Seychelles.
Lead Organisation: Mauritius Oceanography Institute

Cluster 2 Eastern Africa Coastal Countries
Countries: Mozambique, Tanzania, and Kenya.
Lead Organisation: Kenya Marine Fisheries Research Institute

Cluster 3 Horn of Africa Coastal Countries
Countries: Somalia, Eritrea, Djibouti, and Sudan.
Lead Organisation: IGAD Climate Change Division

The organisational structure of the regional network is synthesized in the following illustration

E€OFISH - REGIONAL COASTAL MARINE FISHERIES - CLIMATE CHANGE BIODIVERSITY OUTLOOK NETWORK - ORGANISATIONAL STRUCTURE



Concept : S Sweenarain, 2020

8. GOVERNANCE AND MANAGEMENT STRUCTURE

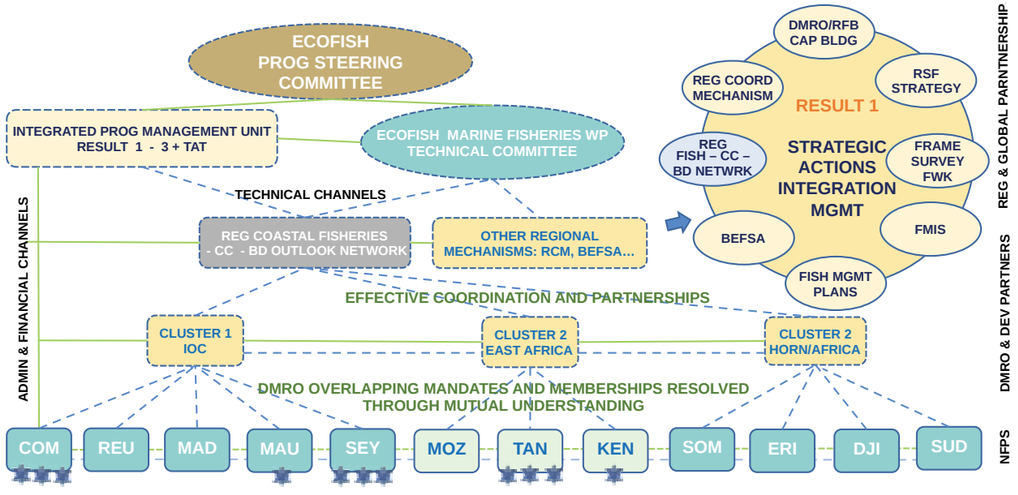
Since ***project management and governance are overlapping processes***, they must be chalked out and coordinated seamlessly. Project management relates to efficient utilisation of defined resources for achieving the intended intermediate outputs or deliverables within the given schedule and quality standards (cf. E€OFISH Marine Fisheries Approved Work Plan) which are internally cross checked by the Control and Monitoring processes. It consists of three (3) main components, ***Administrative, Financial and Technical*** alongside appropriate ***Documentation, Reporting, and Communication processes***. Project Governance on the other hand is an outward procedure which is performed by the sponsors and key stakeholders to review project performance against the backdrop of the intended objectives and to provide timely strategic orientations[12].

12 The Governance framework of the Marine Fisheries Work Plan is available at the E€OFISH Background Paper and Manual date 3rd March 2020.

The mandated regional organisations and partner countries are not simply beneficiaries of the programme but are motivated to engage in the implementation of these cross-sectoral activities. This is deemed necessary to enhance effective collaboration and partnerships, ownership, and leadership as well as internal capacity development. It is also a prerequisite for the institutionalisation and the long-term sustainability of the action as part of a realistic Exit Strategy. The proposed mechanism is unique in the sense it does not exist elsewhere and it will surely attract interest on the part of the multilateral and national development agencies when it touches ground. Generally, there is no scarcity of development grants and aids for well-documented climate change adaptation projects in the developing world. So, this intervention is planned to live its own life beyond the lifespan of E€OFISH and is, therefore, geared as a springboard to mobilise additional financial sources and partnerships for promoting smart investments in climate-resilient coastal marine fisheries.

Generally, the administrative, financial, and technical management of the activities under the E€OFISH Marine Fisheries Work Plan is carried out by the IOC Secretariat through a dedicated IPMU. The needed expert advice and strategic orientation are assigned to the Fisheries Economist/ Technical Coordinator of the E€OFISH Programme. The following chart illustrates the management and governance frameworks of this intervention with the E€OFISH Marine Fisheries Architecture.

E€OFISH - REGIONAL COASTAL MARINE FISHERIES
CLIMATE CHANGE BIODIVERSITY OUTLOOK NETWORK
MANAGEMENT & GOVERNANCE STRUCTURE



Concept : S Sweenarain, 2020

The Regional Coastal Marine Fisheries-Climate Change Outlook Network will have its governance structure within the broader framework of the ***Marine Fisheries Technical Committee***. As illustrated in the above diagram, the EA-SA-IO region is subdivided into 3 clusters (cf. Section 7.1) that will be led by a ***Sub-Regional Thematic Coordinator*** and one of them will act as the ***Lead Thematic Coordinator*** on an annual basis (revolving lead) . A ***National Thematic Coordinator*** will be nominated in each partner's country. The representatives of DMRO's and E€OFISH National Focal Points will be called upon to play a prominent role in the facilitation and coordination of the activity at their respective level. An MOU will be concluded among the key stakeholders

upon reaching a common understanding of the modus operandi and operational modalities of the activity either at the sub-regional or regional level depending on the readiness of the parties. The ultimate aim is to have everyone on board at the earliest to strengthen the regional block. Some potential indicators (non-exhaustive) for assessing and monitoring the impacts of the pathways of climate change on the coastal marine fisheries are presented in the following table.

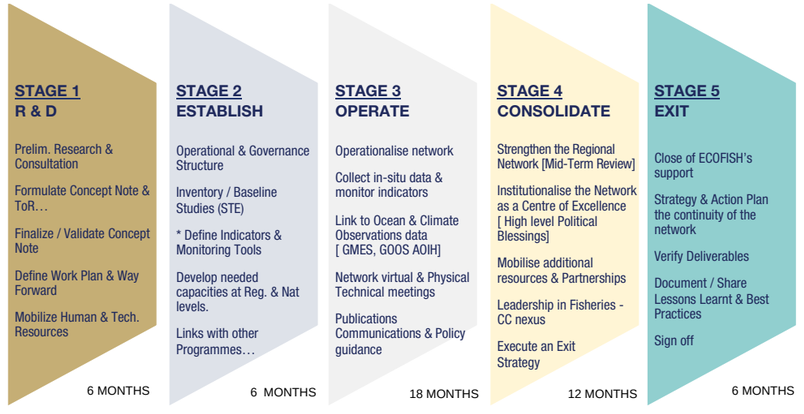
E€OFISH - REGIONAL COASTAL MARINE FISHERIES - CLIMATE CHANGE OUTLOOK NETWORK/ OBSERVATORY
INDICATORS/METRICS TO TRACK POTENTIAL THE DIRECT AND INDIRECT EFFECTS OF OCEAN WARMING

BIOPHYSICAL PATHWAYS	IMPACTS	EFFECTS
❖ SEA SURFACE TEMPERATURES ❖ SEA LEVEL RISE ❖ OCEAN CURRENTS ❖ ACIDIFICATION ❖ DEOXYGENATION ❖ EXTREME WEATHER EVENTS	❖ FISHERIES ECOSYSTEMS & FISH PRODUCTION - Coral Reef Areas - Mangrove Forest - Seagrass Meadows - Coastal Wetlands & Estuaries ❖ FISHING OPERATIONS & SUPPLY CHAINS - Subsistence & Com Artisanal - Extended Artisanal - Sedentary / Demersal Fisheries (Reef fish, Molluscs & crustaceans… - Small and Large Pelagic Fish Species ❖ COMMUNITY LIVELIHOODS & WELLBEING - Fishers - Fish Workers - Processors ❖ POLITICAL ECONOMY - Local Economy - National Economy - Regional and Global	❖ Species Composition a ❖ Species Size and Distribution ❖ Diseases ❖ Hypoxia (Dead Zones & Algal Blooms) ❖ Coral Bleaching / Decalcification… ❖ Gross Income (Fishing Cost & Revenue] ❖ Safety at Sea ❖ Fishing Assets ❖ Fisheries Infrastructures ❖ Conflicts over resources ❖ IUU fishing / Pouching… ❖ Loss/ Damage to household assets ❖ Risks to Public health and lives ❖ Poverty and Inequalities [Vulnerable Groups] ❖ Food and Nutrition Insecurity ❖ Adaptation Costs [Public & Private Investments] ❖ Market & Trade ❖ Employment / Displacement / Migration ❖ Social Conflicts …

8.1 PROJECT-CYCLE MANAGEMENT

The operationalisation of the endeavour will follow the 5 five overlapping stages of the Project-Cycle Management Approach within the lifespan of the E€OFISH Programme which is approximately 48 months as from now (Sept 2020).

E€OFISH REGIONAL COASTAL MARINE FISHERIES
CLIMATE CHANGE BIODIVERSITY OUTLOOK NETWORK
PROJECT GENESIS



The planned Fisheries-Climate Outlook Network is a unique endeavour in the sense that it has not been tried elsewhere so far. Thus, in keeping with the objectives and guidelines given in this Concept Note, it is thought to establish a small high-level Technical Committee comprising of the Sub-Regional Lead Coordinators, including ocean, climate, fisheries and socio-economic experts for driving the inception phase. It will be assigned the responsibility for framing the organization and functional structure of mechanism, including the formulation of a realistic Action Plan and Operational Strategy, which Is a critical factor for the successful implantation of this network effective consultation and collaboration with all relevant stakeholders. It is crucial to anticipate the immediate technical and human capacity needs to kick-start the project at the earliest. The earmarked budget for the Strategic Action 1.7 can be complemented through the Communication & Visibility, and Non-Key Expert components of the E€OFISH programme. The inception phase is expected to last 3 to 6 months, depending on the response of the key partners.

8.2 SHORT TERM EXPERTISE

It might be necessary to recruit a fisheries-climate change expert with hands-on experience to update information on the climate-fisheries nexus and their potential impacts on the socio-economic vulnerabilities of the coastal fisher and fish worker communities in the EA-SA-IO region. The latter will collaborate with the relevant sub-regional and national entities, and ongoing programme to design the structural and operational structure of the platform, including the initial Work Plan and capacity development needs. Owing to the sanitary constraints of the COVID 19 pandemic, the assignment will primarily be home-based through extensive desktop research and virtual consultation. It is also expected to arrange for a virtual meeting for the validation of the Regional Network Chart and Action Plan. The key features of the consultant are outlined below:

i) **Education Background** – Higher Degree in Marine Science, Fisheries Economics, or related fields. A PhD Degree will be an added advantage.
ii) **Knowledge/Expertise** - At least 10 years of expertise in marine fisheries resources and environment conservation management;
iii) **Professional Experience** – A minimum of 5 years integrative skills related to the impacts of climate change on the marine fisheries ecosystem and fish production, including the socio-economic vulnerabilities of the fishing communities.
iv) **Region/Country Experience** – Eastern Africa, Southern Africa, and the Indian Ocean countries
v) **Other Experience** – Project Design, ITC literate
vi) **Language skills** – English and French

A full-fledge Terms of Reference will be formulated after consulting the frontline stakeholders.

9. ASSUMPTIONS AND RISKS

i) Everything is connected to everything on the planet and therefore, an assessment of the impacts of climate change and the vulnerabilities of the selected fisheries in their socio-ecological context has to integrate the global and regional effects and feedback loops.

ii) The link between the oceanography and ocean warming are scientifically not well-understood to provide accurate predictions on climate variability and change in the island and coastal states of the Western Indian Ocean. This is still work-in-progress whereas the natural parameters are dynamic.
iii) There is a lack of adequate and reliable fisheries data to support evidence-based policymaking and management measures for driving sustainable, inclusive, and climate-smart fisheries. It is not possible to differentiate the contribution of anthropogenic factors such as overfishing and unsustainable fishing practices, land-based and maritime pollutions; and the impacts of climate change to the devastation of the coastal fisheries and ecosystems in a given zone. These environmental stressors can be classified as those with manageable and unmanageable risks. It is, therefore, necessary to emphasize on those manageable factors to enhance the coping capacity of the socio-ecological systems against the unmanageable risks.
iv) The traditional approach of MSY (Maximum Sustainable Yield) for promoting sustainable fisheries in the tropical region is misguided particularly in the small-scale fisheries which are multi-species and multi-gear. The Ecosystem-based Fisheries Management is a better option but it is still nascent due to a lack of multi-dimensional data. The FAO's innovative fisheries management tools such as Voluntary Guidelines for Small-Scale Fisheries, Blue Growth Initiatives tends to promote an integrated and synergistic approach but they are in an experimental phase.
v) There is a lack of coordination/synergies among the different multilateral conventions and agreements regarding the sustainable conservation management of the natural resources and biodiversity on a planetary scale. For instance, UNCLOS 1982 was established before the enactment of the three Multilateral Environment Agreements (UNFCCC, UNCBD and UNCDD) 1992. Subsequently, FAO has developed various mechanisms to reinforced marine resources and environment conservation management, including the Code of Conduct for Responsible Fishing 1995. Recently, UNEP revealed that there over 850 international and regional environmental mechanisms which are implemented in silos with potential overlaps and duplications.
vi) The development has to be sustainable and ethical. However, the concept Sustainable Development has been sub-divided into a series of thematic areas such as food security, poverty alleviation, gender equality, IUU fishing etc which are often competing with each other for funding. The limited multilateral development aids available to poor countries are distributed in a piecemeal manner to these pigeonholes making it difficult for them to undertake meaningful sustainable development.

10. WAY FORWARD

Though the impacts of climate change on the natural environment, society and economy are real and undeniable, they are still not well-understood by policymakers and local stakeholders particularly in the developing countries worldwide. There is a growing disconnect between the pessimism of the global climate scientist and the aspirations of the people at the bottom of the pyramid who are facing existential threats.

Over the past two decades, there has been an accumulation of scientific knowledge and information at the global and regional levels, and they have achieved much in terms of effective climate adaptation and mitigation policies, institutional and governance frameworks. Most of the climate change indicators appear to be speeding on reverse gears.

In keeping with the narratives of this Concept Note the E€OFISH Programme aims at ushering a paradigm shift in the region regarding the climate change adaptation in the coastal marine fisheries in the EA-SA-IO region through science-based policymaking and management decisions. This initiative is part of an ensemble of macro-economic and technical mechanisms for unleashing the development potentials of sustainable and climate-resilient marine fisheries to contribute to shared prosperity and economic transformation of the African continent.

It should be perceived a pride for relevant stakeholders at all level to partake their leadership and commitments for anchoring this Coastal Marine Fisheries-Climate Outlook Network in the EA-SA-IO landscape. Effective consultation and collaboration are now triggered through this Concept Note.

THE POTENTIAL IMPACT OF THE COVID-19 PANDEMIC ON THE EA-SA-IO MARINE FISHERIES AND THE EU-FUNDED E€OFISH PROGRAMME

THE POTENTIAL IMPACT OF THE COVID-19 PANDEMIC ON THE EA-SA-IO MARINE FISHERIES AND THE EU-FUNDED E€OFISH PROGRAMME

by **Dr S. Sweenarain**[13]

INTRODUCTION

Since the outbreak of the coronavirus pandemic in the Wuhan Province of China earlier this year, all countries have closed their borders, shuttered their economies, imposed public health curfew - social distancing, home confinement and other drastic sanitary measures – to avoid massive proliferation of the virus. These pre-emptive actions are the only way to protect people from the deadly disease as no proven clinical treatment or vaccine is available as yet.

To date, over 5 million people around the world are contaminated with a death toll rate of 0.07 per cent. The COVID-19 is acknowledged as the world greatest public health[14] and economic upends since the Great Depression[15]. It also revealed the unpreparedness or vulnerability of the world, rich and poor countries alike while pointing a finger at the multilateral community for their lack of interest or failure in anticipating the global health crisis that was a known unknown.

The coronavirus has put the world economy on survival mode by disrupting the global supply chains and shuttering strategic economic and financial sectors, including transport, hospitality, manufacturing and extractive industries such as mineral, fossil fuel and fisheries. Rebuilding supply chains may take months, if not years. The final impact of the COVID-19 pandemic is not yet clear as no one can predict how long it will last and how it will end or propagated geographically.

Generally, the lockdown was much easier to enforce than the coordinated and progressive restoring of social life and the economy under the constant threat of a resurgence of the disease. The revival of the global economy will require strong institutional leadership and solidarity among key stakeholder groups with an eye on the macroeconomic indicators such as employment, social security, food security, debt management, growth, international trade as well as fiscal and monetary policies. The Least Developed Countries and the Fragile States should not be left behind.

Against the backdrop of the challenges of the coronavirus pandemic on the African continent, this paper probes the potential spill-over effects on the marine fisheries economy of Eastern-Southern Africa and the Indian Ocean region and the new operational challenges of the EU-funded E€OFISH Programme.

13 The views and opinions expressed in this paper are those of the author and do not necessarily reflect the official policy or position of the funding agency, implementing partners and beneficiary countries of the E€OFISH Programme.

14 The COVID 19 is the last one of the Severe Acute Respiratory Syndrome (SAR) coronavirus family that includes SARS (2003), H1N1 (2009), MERS (2012), Ebola (2014) and Zika (2016).

15 In January this year, the International Monetary Fund and World Bank forecasted that the global economy would grow by 3 per cent but it is now expected to fall 3 % that make COVID 19 pandemic worse than the 2008/9 financial and economic crisis. Over 60 million people across the world may lose their jobs to depend on social securities for their livelihoods.

AFRICAN CONTINENT

The African continent is characterised by its overdependence of primary industries[16] and relatively small manufacturing and services sectors. The median age of the 1.3 billion population in Africa is 19.7 years, in China it is 38.4 years, and 43.1 years for the European Union. Over the past decades, the continent has achieved relatively high economic performance that has been mostly eaten up by the high population growth and inequitable distribution of wealth and income. Without adequate investments in essential public services, the anticipated demographic productivity or dividend may be wasted[17]. So far, the continent has been spared by COVID-19 pandemic because of its relative isolation from the global epicentres. One size does not fit all, and special considerations are needed to develop a COVID-19 response for the continent.

Experiences in Asia and Europe showed that people over 60, and those with other comorbidities or health problems are most vulnerable to coronavirus disease. Although Africa's youth may be considered a significant protective factor, it is still unknown how the virus will manifest itself on the continent. The population is already plagued by a high prevalence of malnutrition, anaemia, malaria, HIV/AIDs, Ebola and tuberculosis.

Social cohesion and social gatherings, including religious services are the highest in Africa and it may be difficult to impose social and physical distancing. Though some African countries have built capacities in handling infectious diseases such as HIV and Ebola, basic health care on the continent is the lowest in the world. Severe forms of COVID-19 lead to respiratory failure requiring ventilation support and therefore, the treatment of those cases is related to the availability of medical equipment, electricity, and oxygen and skilled personnel.

The policy choice between public health and the economy is not an easy one for all countries but tougher for the poor countries without adequate social security systems. For workers in the informal sectors, no work means no food on the table and home confinement is equivalent to starvation.

According to the WHO, about one million people may die of COVID 19 if pre-emptive measures are not implemented urgently. Several vital export-oriented sectors will be severely hit. For instance, crude oil prices are at a record low due to a sharp fall in global demand, pushing the world economy in a recession that may slow down the transition towards the renewable energies[18].

The pandemic is likely to backwash the progress made on most Sustainable Development Goals on the continent. The depreciation of African currencies will exacerbate countries which are heavily dependent on import to maintain food supplies[19]. The coronavirus pandemic aftermath on the African continent should rekindle a paradigm shift/business unusual for taking a bolder step towards the sustainable and inclusive modernisation of the primary industries: agriculture, farming and fisheries business to ensure shared growth and prosperity at the bottom of the pyramid as a requisite for socio-ecological resilience.

16 Over 70% of the labour force of the African continent is employed in rainfed agriculture and works about four months annually which exacerbated by the impacts of climate changes and social conflicts over access to natural resources.

17 Cilliers J 2020, Africa First! Igniting A Growth Revolution.

18 The drop-in oil prices (US$ 20 per barrel) will be painful for Oil-exporting countries in African namely, Angola, Algeria, Nigeria and Libya because they need at least U$ 60 per barrel to balance their budget

19 Africa imports 24 % of its total supply of fish and fishery products annually.

Economic inequalities are the key driver for the vicious circle of poverty in the world that will be aggravated by the coronavirus pandemic. A small fraction of trillions of dollars hoarded by the multinational businesses in offshore banks can be captured through appropriate international taxation policies to support global public health, poverty alleviation and food security in the least developed and vulnerable countries. The world requires a New Economic Model based on ethical values to build a haven for the present and future generations. The pandemic has rung the alarm bell as the world is standing on a cliff-edge as the Prime Minister of Ethiopia puts it ***"the world is not safer if Africa is not safe"***.

EA-SA-IO MARINE FISHERIES

The coronavirus pandemic has disrupted the seafood supply chains worldwide in an unprecedented way. It has affected both the supply and demand sides of the fisheries industry. The EA-SA-IO marine fisheries sub-sector accounts for about 2 million metric tonnes (live weight) of food fish annually and employs approximately 3 million fishers and fish workers. The average per caput fish consumption is Africa about 10 kg while the global average is at 20 kg. This average is bound to decline to 7 kg by 2030 if appropriate measures are not taken to rehabilitate the wild fisheries and promote smart aquaculture. The landed value of the total catch is about US$ 2 billion per annum. The aggregated economic benefits derived from the sub-sector are estimated at US$ 5 billion annually that can be doubled through sustainable and inclusive rehabilitation and modernisation policies in the medium/long terms. However, it is feared that the COVID 19 pandemic may give rise to a populist sentiment in the fishing communities that may brake meaningful reforms. The fallouts of the pandemic are likely to influence government policy priorities for the coastal fisheries and environmental management. To have a better understanding of the socio-economic effects of the pandemic of the marine fisheries of the region, the sub-sector is differentiated into inshore and offshore segments. The supply chains of these two components along with the cross-cutting issues are investigated below.

INSHORE FISHERIES

In the region, about 90 per cent of the coastal fisheries resources are harvested in the nearshore waters by domestic subsistence and traditional artisanal fishing. The catch is primarily destined to household consumption and the local markets. Any surplus or unsold daily production is processed onshore as far as possible to avoid spoilage. However, the post-harvest physical and economic losses represent approximately 40 per cent of the annual catch. The inshore fisheries are predominantly free open-access and informal economy that comforts the paradox of the Tragedy of the Commons or Prisoners' Dilemma. The majority of fishers do not own the fishing assets[20] and are hired as fishing labours by shadow owners who are fish traders, processors and outside investors.

Apart from the on-foot fishers, dugout canoes and gatherers that operate alone, it is difficult to maintain physical distancing in the artisanal fishing crafts employing 3 to 7 fishers. The risk of contaminating the catch is also high due to the absence of good hygiene practices and sanitary conditions on the boat and onshore. The disparity in terms of public utility services, health care, fisheries infrastructure and market logistics between the urban and rural agglomerations

20 The informal economy is dominated by few hegemons who do not provide any social security to the fishing labours besides exploiting them.

is wide. Most of the Fish Landing Sites (FLS) are overcrowded and the enforcement of pre-emptive public health rules can be a serious challenge. Home confinement is not an option without minimal social security in the fishing communities which are primarily subsistence and informal economy. The fisherfolk is already living precariously owing to several human-induced and environmental hazards, and the pandemic threat will bring another layer of socio-economic hardships. The direct and indirect impacts of the pandemic are directly related to existing economic inequalities at the grass-root level.

Alternative sustainable livelihood opportunities are limited in the coastal areas. Due to a heavy job loss in other economic sectors such as transport, tourism, trade and hospitality due to the coronavirus pandemic, more people are likely to crowd in the inshore fisheries. This may contribute to a recrudescence of overfishing, unethical fishing practices, social conflicts and poaching in marine protected areas. The question of illegal fishing does not arise in the inshore fishing because they are poorly regulated or unregulated by the governments under the prevailing free open access regime. The FAO has published several guidelines to help key stakeholders of the fisheries sector to mitigate the impacts of the coronavirus pandemic on the fishing communities[21],[22]. However, it is hard to think that the Least Developed Countries and Fragile States of the EA-SA-IO region can implement them effectively now without external supports.

The coronavirus pandemic implications in the inshore fisheries remind us of the famous ***Grasshopper and Ant Fable***. Building socio-ecological sustainability and resilience must not be considered as an afterthought during a crisis but a foresighted initiative. It is feared that in some countries, short-term considerations may override long-term actions. Overwhelmed by the challenges of COVID-19, some partner countries may not prioritize coastal fisheries and ecosystems conservation management and Climate change adaptations.

OFFSHORE INDUSTRIAL FISHING

The last time a global crisis affected the fishing industry on a similar scale was during the 2nd World War. Authorized industrial fishing operations are likely to decline momentarily because of the risk of being at sea in a pandemic and the disruption of the supply chain caused by market shutdowns. However, this may not lead to an ecological recovery[23] on account of a potential increase of pirate fishing and unauthorized transhipment and fish mixing by vessels which are already at sea as ports are closed. Besides fisheries surveillance patrols, it may also lead to a reduction in operational scientific observations that may affect fish stocks assessment and management exercises. Even during normal times, the national Economic Exclusive Zones (EEZ) of SWIO partner countries are poorly policed. The Areas Beyond National Jurisdiction (ABNJ) are considered as a common property of humankind by the international laws, i.e. open access or the Wild West. But the coastal states suffer from the externalities of overfishing and unethical fishing practices in the ABNJ.

21 Cf. How is COVID-19 affecting the fisheries and aquaculture food systems? http://www.fao.org/3/ca8637en/ca8637en.pdf

22 Cf. Inequalities in fisheries in the time of COVID 19: http://www.fao.org/documents/card/en/c/ca8843en

23 In the early 2000s, the Mad Cow Disease outbreak in Europe, particularly in France resulted into a long period of fear and avoidance of beef and bovine by-products, which produced an unprecedented collapse in the beef market and revival of the fisheries economics in France. The 2004-2011 Somali Piracy threats resulted into a reduction of offshore fishing operations and the recovery of the overexploited fish stocks in the South West Indian Ocean.

The pre-emptive measures such as physical distancing, home confinement and quarantine imposed during the coronavirus pandemic have adversely affected law enforcement operations of the national coast guards and offshore patrol vessels. The available human resources are temporarily diverted to support other essential public services in managing the onshore health curfews. The maritime security and safety environment are compromised by wrong-doers - pirate fishers, poachers, and smugglers – who take undue advantage of the pandemic. Therefore, illegal fishing is likely to increase in the absence of "dissuasive" fisheries surveillance patrols and meaningful onshore control measures such as Port State Measures, Catch Documentation and Traceability besides effective cooperation among coastal states. It is worth comparing VMS, AIS and SAR[24] to signal suspected fishing and transhipment operations at sea[25]. However, there are loopholes in the legal and judiciary systems of the developing countries to admit digital evidence in a court of law. In other words, a less secure and poorly managed ocean adversely affect sustainable fisheries.

The real challenge of illegal fishing in the Indian Ocean does arise from the industrial fishing vessels alone, but also an armada of relatively small fishing boats with boosted engine and fishing capabilities from several South-East Asian countries. These are nicknamed "Blue Boats" or "Piranhas" because they are still not well-documented. With the slackness or the complicity of the flag states, these extended small-scale boats take advantage of the loopholes in the existing national and international fisheries regulations, to plunder high-value fish in the national waters of the coastal states. The fleets are compelled to install a VMS or AIS and do not use sophisticated communication equipment as they operate through collective information sharing. So, coronavirus pandemic can mean lucrative business for them in the short-term. Innovative technologies and strategies are needed to protect the EEZ of the partner countries from these invisible pirate fishers.

Fishing vessels performing shorter trips may face greater challenges in dealing with the risk of COVID 19. It is risky to leave port with fishers possibly incubating the disease and then spend several days at sea in crowded conditions without adequate medical care. Fishers may catch the disease while at the port and long voyage at sea does necessarily serve as quarantine. Port Victoria, Seychelles is the revolving tower of the industrial purse seine fisheries in the Western Indian Ocean. An emergency COVID-19 Response Protocol was developed by the Government to maintain the operations of the canned tuna value chain. The purse seine fleet cannot afford to interrupt their activities because they will be laid up anyway during the close season (November and December) imposed by the IOTC. The vessels called at the port only for offloading. Crew members are not authorized to loiter onshore. Supply of provisions and crew transfer were carried out at sea by helicopters. In Mauritius, the extended small-scale or semi-industrial (offshore) fishing boats are authorized to operate cautiously as an essential sector to supply the local markets. The registered artisanal fishers are also under home confinement but received pay checks.

The South East Asian industrial tuna long-liners have some of the longest trip duration of the industry and tranship mostly at sea. This may provide some shield from the epidemic but also

24 The Synthetic Aperture Radar (SAR) is a sophisticated remote sensing satellite and a powerful microwave instrument that can transmit and receive signals to see through clouds and darkness, obtaining detailed images of the Earth, including vessels movement at sea.

25 Global Fish Watch and Sky Truth 2019, The Global view of Transhipment – Revised Preliminary Findings

put isolated crews at greater risk for human right violations. The domestic semi-industrial chilled tuna fishing enterprises in Seychelles have closed temporarily because of the disruption of the local and export supply chains. The domestic demand for the high-value fish arises mainly from the hospitality industry and the exports market are related to the availability of airfreight which is shuttered due to the pandemic.

FISH TRADE

Fish is the world's most traded food commodity, but market disruptions caused by the coronavirus pandemic has already started to change its configuration. The demand for frozen and processed seafood has soared while urban consumers are turning away from fresh or chilled products with shorter shelf life. The shutdown of the hospitality, restaurants and food service industries worldwide is a big blow to the chilled seafood value chains that have stranded the fishing communities. In many low and middle-income countries, the vulnerability is compounded by an overdependence on the export markets. Apart from the supply chains being considered as hotspots for the viral transmission[26], the fisheries economy is disproportionately affected by a slump in the global demand and prices caused by the pandemic. Most of the high-value seafood is eaten outdoor in urban areas and Western countries.

Global trade of seafood has already been overturned though it is not permanent. Products in high demand will find their way to market but will suffer a severe setback in the short term. Seafood producers may focus on developing domestic markets as a safety net and therefore the size of the local market will grow. The Small-Island Developing States must rethink their chilled seafood marketing strategies and supply chain ecosystem. Done properly, companies will indeed be able to develop those domestic channels, which could help offset the loss in export sales. The inward-looking strategy may even prompt fishery enterprises to focus on value over volume. Fish products, such as canned tuna which are reliant on consumer spending and the free flow of trade, maybe hit harder.

Canned fish is having its moment in the sun, but the trend may not last. Tuna canning is a labour-intensive industry with a thin margin. Before the COVID 19, the canning plants in the region were running a full capacity (up to 3 shifts per day). Applying physical distancing in tuna processing may increase the production cost by about 30 per cent. There may be major changes in fresh seafood and chilled seafood counters. Foot traffic has already declined at retail outlets due to physical distancing and home confinement. Perishables require quick turnover. And as germaphobia spreads, the consumers may buy less fresh seafood from the retails due to health concerns. Pre-packed fish will continue to deliver people the freshness they desire from seafood but in a more reassuring way.

The industry will not stop because people need to eat, and seafood remains a crucial part of the food supply. But how it will get to consumer plates will be radically reshaped. Importers/ Processors may tend to look inwards and investing in plants and equipment in home markets rather than depending on imports. The investments in domestic seafood processing will not be

26 There is a deep psychological effect on the seafood consumers due to the fact that the outbreak of the COVID 19 pandemic started in a seafood market in Wuhan. This may affect consumers preferences for untrusted sources of seafood supplies.

temporary and the new level of conservatism about supply chains may stay for a long time. For the importing countries, producing fish and fish products locally has become an interesting proposition. Closer to markets is now a major asset that goes beyond the justification of lower labour or shipment costs in the short-term. Face-to-face interactions will be replaced by virtual meeting and will become the new normal in business. Investments in digital technologies in seafood commerce will accelerate.

IMPLICATIONS FOR THE E€OFISH PROGRAMME

The E€OFISH Programme is chartered to enhance the sustainable and inclusive management of the shared inland and marine wild fisheries in Eastern-Southern Africa and the Indian Ocean region. It is funded by the 11th EDF for Eastern Africa, Southern African and the Indian Ocean region at the tune of EUR 28 million over five years which is about to enter in operation. Aligning with the Blue Economy paradigm, the programme aims to contribute to the time-bound socio-economic aspirations of the Global Agenda 2030 and Transforming Africa 2063 - No Poverty, No Hunger and Nobody is left behind. This Cross-Regional Initiative is managed by the EUD Mauritius and implemented jointly by the Indian Ocean Commission in collaboration with the mandated regional economic and fisheries organisations for the benefits of the 22 partner countries. The programme is a unique opportunity for the key stakeholder groups to tackle the wicked problems of unsustainability and unethical practices in the fisheries sector by strengthening the policy, institutional and governance capabilities at the regional and national levels. The strategic actions are intended to unleash the development potential of the regional fish wealth for sustaining accelerated growth, shared prosperity and resilience in the local communities and the population at large. Through a Call for Proposal, the programme is launching ten strategic flagships to demonstrate sustainable and inclusive small-scale fisheries as model projects across the region to create a wave of awareness-raising, social innovations and sustainability culture.

The modus operandi of the programme is valid even before, during and after the coronavirus pandemic but the latter will make it more challenging for the realisation of the expected outcomes. Wild fish stocks are public goods and it is the responsibility of governments to ensure the sustainable management and allocation of these natural renewable resources as well as an equitable distribution of the ensuing socio-economic benefits and costs. The productivity or health of the fish stocks and ecosystem cannot be a trade-off in any circumstance as they will worsen further the socio-ecological equilibrium.

Development cannot be imported and can only be achieved/sustained from within. Technical research financed jointly by the FAO, World Bank and European Union in 2010 showed that about US$1 billion were provided by the multilateral and bilateral agencies in African marine fisheries sector over five decades but the outcomes were back-washed soon after the completion of these programmes and projects[27]. The crucial role of the national stakeholders can neither be overstated or substituted. External programmes or supports are meant to assist partner

27 Mac Fayden G, 2010 – FAO, World Bank and EU. An assessment of the impacts of development assistance in the fisheries sector in Africa

countries to improve their enabling environment through informed policy engineering at the regional and national levels. Overdependence on external development assistance may be challenging in the aftermath of the COVID 19 pandemic as the donor countries are also victims of the global recession. The developing countries must consider inward-looking strategies and solutions to improve the wellbeing and resilience of the people. They can leverage their untapped resources and capabilities to grow their economies and the external aid can be used to kickstart the process of sustainable development and inter-dependence.

The socioeconomic significance of the fisheries sector is often characterised by indirect proxies such as poverty reduction, food security, or gender equality but not by its development potentials as a primary industry or growth engine. As pointed out earlier, the inshore fisheries are considered a social safety net rather than an economic sector. The industry does not have its own life in many partner countries as it is squeezed as a tiny branch of the Ministry of Agriculture and its socio-economic impacts in the local and national economies are underestimated. It is expected that the Blue Economy paradigm would contribute to the emancipation of the sub-sector.

In the recent past, several significant political declarations have been made by the AU Fisheries Ministers, but they are dead on arrival at the national and grass-root levels. The continent is not short of policies but a lack of capacities to implement them effectively. Enacting or reviewing fisheries policies and strategies at the international, regional and national levels does not make sense because they do not achieve much on the ground. In order words, good policies and strategies are paper tigers if they are not executed[28]. It is important to investigate the root cause of the ensuing political procrastination or status-quo. Is it a result of asymmetries, denial/scepticism of information or vested interest? There may be a divergence of thoughts about the global concept of Democracy, but it is the bedrock for principles of good governance and sociocracy – societal values.

Regional cooperation requires strong political solidarity, particularly during difficult times and not only for benefiting from a unified market. The E€OFISH Programme will leverage the lessons learned during the coronavirus pandemic to enhance the value-added of regional cooperation in accelerating the processes of sustainable, inclusive and climate-smart management of the marine fisheries of the region. It will also promote effective policy dialogue and leadership to bridge the disconnects between key stakeholders, local communities and Governments regarding change management strategies.

OPERATIONAL CHALLENGES

The Integrated Programme Management Unit of the E€OFISH Programme is located at the IOC Secretariat in Mauritius[29] and covers 22 partner countries of the Eastern façade of the African continent. The Marine Fisheries Work Plan which is implemented by the IOC involves 12 island and coastal states of the South-West Indian Ocean and the Red Seas. The lockdown, travel restriction, airport shutdown and public health measures imposed by the national governments

28 For example, the FAO Voluntary Guidelines for Sustainable Small-Scale Fisheries, FAO Blue Growth Initiatives and the African Union Policy Framework and Reform Strategies for the small-scale fisheries…

29 Mauritius has done fairly well in controlling the coronavirus pandemic at home. The government has left no stone unturned to take stringent pre-emptive measures to protect public health and safety. The island is now on the list of few COVID 19 free countries of the world but the ultimate battle in not won as yet. Since 15th May, the country is rolling out a coordinated and progressive strategy to adapt the society and economy to the new normalcy.

are necessary to combat the coronavirus pandemic at home. However, the means of operation of the E€OFISH Programme consist primarily of Technical Expertise, Field Visits, Meetings and Workshops. For example, the E€OFISH Marine Fisheries Work Plan has provided for ***171 Technical workshops (TW) and 125 Short-Term Expertise (STE) over five years***, i.e. 34 TWs and 25 STEs per year or an average 3 TWs and 2 STE per month.

The travel restrictions will negatively impact the interventions and expected outcomes of the programme. Teleworking and videoconferencing have gathered some momentum during the closedown and are bound to continue in the future but cannot replace physical meetings and interactions with stakeholders in the least developed countries of the region. Let aside the regular supply of electricity and internet connectivity, most partner countries are not equipped and accustomed to using digital and virtual communication devices. This innovative style of operation will take time to breakthrough.

There is a serious disparity in public health services among the partner countries of the EA-SA-IO. Though the officially registered number of infected cases in the region is relatively low, it does not imply that the pandemic is under control or the populations are immune. Detected number of cases is a function of the number of PCR tests[30] carried out in the vulnerable groups in the country. According to health scientists, some people may carry the virus without manifesting any symptom and unknowingly continue to contaminate others. The risk of resurge of the disease is also high as experience recently in Wuhan (China) and Seoul (South Korea) if preventive measures are relaxed. So, pre-emptive measures such as physical distancing, contact tracing, the quarantine will become the new normalcy until a viable treatment or vaccine is developed and democratized globally, i.e. available to rich and poor countries alike.

The E€OFISH programme came out of its inception Steering Committee Meeting in the first week of February and was bound to establish its Integrated Programme Management Unit as an imminent step for rolling out its planned interventions. The Lake Victoria Fisheries Organization and Lake Tanganyika Work Plans are also on the standby until the easing lockdown in their respective partner countries. The EUD Mauritius has continued working virtually to sign the financing agreement with the beneficiaries of the selected projects under the Call for Proposals (Result 3). The recruitment procedures for IPMU local and regional staffs by were nearly completed by the IOC Secretariat before the lockdown was imposed in Mauritius. All regional field work and meetings have been postponed. The Technical Assistance Team switched to work-from-home and focused on planning strategic interventions that would be rolled out after the pandemic is under control in the region. The operationalization of E€OFISH has already been delayed since the global alert of the COVID-19 pandemic in mid-March. All field works and regional meetings have been postponed. The establishment of the Integrated Programme Management Unit (IPMU) is on standby. It is now indicated that the lockdown in Mauritius would be lifted on 1st June, but the airport would re-open eventually in July. The situation is still not clear in partner countries.

The regional fisheries surveillance operations are supported by the E€OFISH Marine Fisheries Work Plan, result 2 – Monitoring, Control and Surveillance and a direct grant to the partner

30 Polymerised Chain Reaction (PCR) and antibody testing are the dominant ways that global healthcare systems are testing citizens for Covid-19. Both techniques have their caveats, and as the crisis unfolds researchers are looking into alternative ways to screen for the deadly disease.

countries of the South-West Indian Ocean basin. These sea and air patrol missions are planned and coordinated by the Regional Fisheries Surveillance Programme of the Indian Ocean Commission, which is popularly known as IOC-PRSP. Besides the constant watch of the VMS and AIS data, air and sea patrols are coordinated to maximize vigilance against IUU fishing and fisheries-related crimes in the national waters of the partner countries. As a benchmark, 4 trips of sea patrols for a total of 100 days and 150 hours of air patrol are projected annually. The patrol vessels are procured on a wet-lease basis and the fisheries inspectors of the partner countries have to travel to the port of embarkation to board the vessel. Many challenges, such as travel restrictions, PCR test before and after the voyage, physical distancing on board and contamination risk while boarding vessels for inspection at sea must be resolved to ensure successful sea patrols during the COVID 19 pandemic. An appropriate Health Protocol must be established to guarantee the safety of the crew and fisheries inspectors during these missions. Some disruptive innovations will be required to cope with the operational challenges caused by the coronavirus pandemic.

CONCLUSION

Everything is connected to everything on the planet and thus, the wild fisheries and ecosystems are a part of the mega socio-ecological system. A holistic and integrative approach is necessary to advance sustainable fisheries meaningfully. Science and technology have made paramount progress in the modern era but has failed to revolutionize human nature and behaviours at the same pace. The world is lagging behind in pro-sustainability human engineering, social innovations and sociocracy. The COVID 19 pandemic is a wake-up call or an eye-opener because the catastrophe is just the tip of an iceberg. It uncovered the unpreparedness and vulnerability of the world, rich and poor countries alike in the face of invisible threat. The worst is yet to come if the global society and economy continue to defy the Laws of Nature or the threshold of the planetary boundaries. The impacts of the pandemic in any economic sector, including fisheries are related to the level of inequalities within a country and between countries.

The pandemic has shaken the sacrosanct of globalisation and multilateralism while casting serious doubt on opportunistic regional cooperation and hegemonies. The world has grown into a Global village but without a strong village Council. Is the world retracting to national protectionism and self-sufficiency? The 20th Century Economics has failed. The world requires a paradigm shift or a new type of thinking to fit in the concept of global sustainability, shared prosperity and peace. Fisheries management is related to managing human behaviours rather than wild fish stocks underwater. It entails the enactment of appropriate harvest rules and control measures to maintain healthy fish stocks along with the maximisation of the socio-economic benefits. Fisheries manager must also understand the idiosyncrasies of policy and lawmakers.

Evidence-based policymaking and management decision are at the heart of sustainable, inclusive and climate-smart fisheries. The political economy of sustainable fisheries must be reviewed and rewired as a growth sector of the national economy. It is still not clear how the impact of the COVID 19 pandemic will unfold on the regional marine fisheries. The E€OFISH Programme anticipates an agile management approach to navigate through these uncertainties to attain a triple-win. It is assumed that all key stakeholder groups at the national levels share the same aspirations for a better world for the present and future generations.

COVID 19 – EA-SA-IO FISHERIES (ADDENDUM)

1. COVID 19 Update

The virus is bound to stay with us like many others. However, societies cannot remain under confinement or lockdown for long because more people, particularly in Sub-Saharan Africa, will die of Poverty Virus than Corona Virus. As a Vet, you understand better the golden rules for controlling a pandemic while walking through the new normalcy: Infection Doubling Days (DD); Isolate, Test and Trace (ITT) and Natural Immunity level (NIT) besides adequate regional genetic mapping of the virus and vaccine development. Policymakers worldwide are struggling to balance public health and economic challenges against the backdrop of the hard-earned universal human rights and moral values. E€OFISH has opted for a metric rather than a tragic approach to navigate the programme through the unchartered waters of the coronavirus pandemic. It entails an in-depth understanding of the manageable and unmanageable stressors or externalities as they unfold. More importantly, the "new normal" in the marine fisheries of the EA-SA-IO region should not be the pre-pandemic "normal", particularly in the small-scale fisheries, as it was a socio-ecological timebomb. Instead of being alarmist and yet to fall back on business-as-usual, policymakers should attempt a paradigm shift for sustaining common good with a humane touch. Said differently, every pandemic since time immemorial has been a gateway for a New Economic Order and the political leaders must not let go this golden opportunity to thrive transformational change.

2. E€OFISH Marine Fisheries Work Plan Performance

Despite the upends of the pandemic, the planned activities of the E€OFISH Programme are on schedule. During the confinement, the Technical Coordinator has engaged all the regional key stakeholders in an unprecedented way to prompt several strategic interventions/projects, including those championed by COMESA, for implementation. As a cross-regional initiative, the programme requires a minimum enabling environment across the region to achieve meaningful outcomes or deliverables. In other words, virtual tools and techniques cannot be used indiscriminately at the cost of earmarked quality standards. The programme has a lifespan of about 60 months and the activities will be rolled out following the work plan and sequence approved by the 1st PSC meeting. At the opportune time, the IPMU may consider a schedule squeeze and balancing the workload as appropriate to catch up any time-lag occasioned by the coronavirus pandemic. However, it would be unrealistic to expect all the prioritized interventions to be rolled out simultaneous at the start. Please refer to the circulated E€OFISH Background Paper & Manual for more details.

3. LVFO and LTA Work Plans

The LTA and LVFO Work Plans are autonomously and semi-autonomously implemented by these Regional Fisheries Management Organisation under the supervision of their corresponding EU Delegation and EUD Mauritius. Both Work Plans have been approved during the lockdown and are now ready for implementation. They have their respective Governance System, including a Work Plan Steering Committee and thus, they may not appreciate any unsolicited interference or advice on how to run their businesses. However, COMESA can take the lead to leverage the

membership of its partner countries in these RFMO to strengthen the much-needed institutional linkage to improve the REC-RFMO relationship. More importantly, this should not be sought as crisis management but carefully planned in collaboration with the other REC (EAC, SADC, IGAD, ECOWAS…) and Development Agencies such as AU-IBAR and NEPAD-AUDA to avoid overlaps and duplication of efforts. Some research in this area has been done by AU-BAR through the EU funded Fisheries Governance Programme. The problematic has been anticipated in the E€OFISH Background Paper and Manual.

4. First Thing First

To kickstart the implementation of the planned activities, the Programme Management Unit (PMU) and the National Focal Points (NFP) as part of the Programme Governance System, must be fully operational. And this is not achieved to date. The launching of the PMU has been delayed because of the backlashes of the pandemic although the office set-up is ready, and the recruitment of the regional staffs has been completed virtually by the IOC. The NFP is partly functional to-date as only the IOC member states have nominated their National Representatives but those of the Eastern-Southern African partner countries are still in abeyance. The RECs were requested to facilitate the process in their respective constituency during the consultation on the E€OFISH Programme Governance Architecture before the outbreak of the pandemic. This milestone is essential to iron out practically the overlapping memberships and conflicting interests among the REC. COMESA and SADC as the largest REC of the EA-SA-OI region can play a locomotive role for the sustainable management of the marine fisheries value chains – from hooks to forks. It is highly expected that the DMRO would rise to the aspirations of the E€OFISH Programme.

5. Potential Scope Creep

There is a tendency on the part of some REC either to stretch the approved activities or to propose new ones that cannot be accommodated by the Work Plan. They ought to be accustomed by now to the "Rules of the Game", i.e. the mandated objectives and guidelines of the E€OFISH Programme and the subsequently approved Work Plan to avoid unnecessary stress on the programme supply chains. Despite their growing expectations, the PMU is duty-bound to stay within its mandate although refusal may not be appreciated by its counterparts. Some of these unsolicited proposals include Fish Value Chain Workshop, Interventions in the inland fisheries, Expansion of the Regional Fisheries Strategy into a Regional Blue Economy Strategy and so on. Endorsing a major modification without an approved rider would be damaging to the credibility of the Technical Coordinator while exposing the Authorizing Agency (IOC) to financial risk for ineligible expenditure. A humble request is made to the key stakeholders to abide by the approved annual work plan and to raise any strategic orientation and change management issues at the next PSC meeting.

6. Commitments & Leadership

The PMU is bound to leave no stone unturned to provide world-class expert advice and facilitation for the realization of the work plans. However, the DMRO are encouraged to seize the driving seat for executing their prioritized projects as they are ensured the needed supports. The bottom line is to empower the DMRO as frontlines for driving the regional political economy of sustainable fisheries. On account of the growing political aspirations of COMESA in the marine fishing sub-

sector, the latter should establish a minimum in-house or outsourced fisheries expertise as is the case for the other REC such as SADC and IGAD.

7. Way Forward

The REC is requested to assist the IOC and the IPMU to finalizing the nomination of the National Focal Point as a top priority and to engage their partner countries on their prioritized interventions. It is assumed that they are now well-versed about the modus operandi and Rules of the Games of the E€OFISH Programme. Being in the driving seat – as opposed to a passive beneficiary – they should participate more actively in project-cycle management of the cross-regional strategic actions. The E€OFISH Programme looks at the marine fisheries of the EA-SA-IO region as a shared spatial block where all the REC, Regional Fisheries Organizations and Development Partners can contribute coherently to the ultimate socio-economic and ecological objectives. An appeal is made to COMESA as one of the partners of the Tripartite Agreement to conclude a collaborative agreement with IGAD to close the regional loop in the EA-SA-IO marine fisheries.

In keeping with foregoing narrative, the Technical Coordinator is more than ever committed and compassionate to enhance effective collaboration and partnership as well as resource mobilization for transforming the regional fisheries economy with the common public good aspirations.

The old African wisdom is time tested ***"Alone you can go faster but together we go further."***