LESSONS LEARNT AND BEST PRACTICES IN THE MANAGEMENT OF LARGE MARINE ECOSYSTEMS (LME) IN AFRICA

A PUBLICATION OF AU-IBAR

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ACRONYMS

AFRM	African Fisheries Reform Mechanism
ASCLME	Agulhas Somali Current Large Marine Ecosystem
AU	African Union
AU MS	African Union Member States
AU-IBAR	African Union Interafrican Bureau for Animal Resources
BCC	Benguela Current Commission
BCLME	Benguela Current Large Marine Ecosystem
CAS	Country Assistance Strategy
CC	Climate Change
CCLME	Canary Current Large Marine Ecosystem
COREP	Regional Fisheries Committee for the Gulf of Guinea
EAF	Ecosystem Approach to Fisheries
ECCAS	Economic Community of Central African States
EEZ	Exclusive Economic Zone
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GCLME	Gulf of Guinea Large Marine Ecosystem
GEF	Global Environment Fund
IA	Implementing Agent
IOC	Indian Ocean Commission
IUU	Illegal, Unreported and Unregulated fishing
LME	Large Marine Ecosystem
MCS	Monitoring Control and Surveillance
MCLME	Mediterranean Current large marine ecosystem
MPA	Marine Protected Area
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordination Agency
NGO	Non-Government Organization
PCNs	Project Concept Notes
PFRS	Policy Framework and Reform Strategy for fisheries and aquaculture in Africa
RBFM	Rights Based Fisheries Management
REC	Regional Economic Community
RFB	Regional Fishery Body
RFMO	Regional Fisheries Management Organization
SAP	Strategic Action Plan
SPFIF	Strategic Partnership for Fisheries Investment in Africa
SWIOFP	South West Indian Ocean Fisheries Project
TDAs	Transboundary Diagnostic Analysis
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
WARFP	West African Regional Fisheries Project
WWF	World Wildlife Fund for Nature

SUMMARY

Due to generally lack of cooperation among nations sharing marine ecosystems, uncoordinated intervention by international donor agencies, incoherent and weak national and regional policies and legislations, declining states of fisheries resources, degradation of habitat and environment pollution, there arise the need for a new imperative for adopting ecosystem-based approaches to managing human activities in these systems in order to avoid serious social and economic disruption. In response to these challenges, not least in Africa, the global environment facility (GEF) supported various initiatives (in the form of projects) that tended towards improved management of LMEs by providing assistance to various countries and regions on the continent with the prime objective of securing the futures of their shared large marine ecosystems (LMEs).

The implementation of these GEF funded LME projects in Africa resulted in broad spectrum of success stories and experiences which, if properly articulated, should provide valuable lessons to member states and fisheries affiliated regional institutions for enhanced governance of large marine ecosystems in Africa. It is within this context that AU-IBAR, with support from the European Union, organized an interactive workshop comprising of key stakeholders to share experiences with aim of formulating lessons leant and best practices from the implementations of GEF-funded LME projects in Africa. This publication is therefore a summary of the outcome of the interactive workshop.

The three common issues, encapsulated as thematic areas, identified as key to enhancing governance of LME were:
i.   Policies and governance issues
ii. Ensuring sustainability fisheries resource exploitation and biodiversity in LME
iii. Collaboration and Coordination between Agencies, Regional Projects, LME Based Commissions

1.   INTRODUCTION AND CONTEXT

The African large marine ecosystems are among the most productive in the world, mostly due to the prolific upwelling systems that periodically bring nutrient-rich bottom water to the surface that provide sources of food for the living marine resources that constitute the food chain of these coastal waters. These LMEs possess wealth of globally significant marine biodiversity and habitats that provide the coastal countries of Africa with some of the world's most fertile fishing grounds, many of which are transboundary in nature (with either the fish stocks or the fishing fleets migrating regularly across national boundaries, or both).

Since the 1990's the GEF and World Bank have supported LME projects in African large marine ecosystems aimed mainly at implementing integrated management of oceans, coastal, estuaries and freshwater basins through an ecosystem-based approach. The GEF council also provided substantial funding to support regional (as well as country-driven) projects for multi-sector, ecosystem-based assessment and management practices for African LMEs listed below:
a.   Canary Current LME (6 countries in West and North Africa)
b.   Guinea Current LME (16 countries in West and Central Africa)
c.   Benguela Current LME (Namibia, Angola and South Africa)
d.   Agulhas and Somali Current LME (East and Southern Africa)
e.   Mediterranean Sea LME (North Africa)
f.   Strategic Partnerships for Fisheries Investment Funds (SPFIF)
g.   West African Regional Fisheries Programme (WARFP)

The Programs are usually implemented in partnership with five United Nations agencies (FAO, IOC-UNESCO, UNDP, UNEP and UNIDO), African Union (SPFIF) and Regional Fisheries Bodies (WARFP). The implementation of these GEF LME-based projects generated and accumulated reports with massive information and experiences that would constitute lessons and best practices in the governance of LMEs. These information are available in archives or institutions which, when shared, can enhance improved LME governance at regional and national levels in Africa. It is important to mention that the implementation of the GEF funded LME projects were generally based on the demonstration of the five LME modules (productivity, fish/fisheries, pollution/ecosystem health, socio-economics, and governance).

In addition the GEF and World Bank are providing funds to support regional as well as national fisheries investment projects (e.g. SPFIF, WARFP) with the overall focus on (i) strengthening capacity for good governance (including forging coordination and collaboration) for sustainable fisheries management; (ii) strengthening MCS capability for combating IUU fishing; and (iii) increasing economic value of the fisheries.

1.1.   Process of formulating lessons learnt and best practices:
A continental technical workshop on "Enhancing governance of African Large Marine Ecosystems" was organized by the African Union- Interafrican Bureau for Animal Resources (AU-IBAR) in line with the provisions of the currently implemented EU funded Fisheries Governance Project by AU-IBAR in collaboration with NEPAD. In the above regard a workshop was held in Douala, Cameroon from the 17 to 19 December 2014, attended by 25 participants involving mainly individual experts or institutions that have been closely involved in these GEF-World Bank supported LMEs projects in Africa, acclaimed experts or institutions in marine fisheries and some selected relevant AU member states with some reasonable record of improved governance in their Exclusive Economic Zones (EEZs) within these LMEs. The personnel and institutions are contained in the detailed workshop report available on AU-IBAR website.

The overall objective of the workshop was therefore to share and consolidate experiences on sustainable fisheries and environment management in Africa's LME and package lessons learnt and best practices for sound management of Africa's LMEs. The meeting outcomes were lessons learnt and best practices for improving governance of Africa LMEs.

This document is therefore based on the outcome of the Douala meeting. The lessons and best practices are indicated by projects.
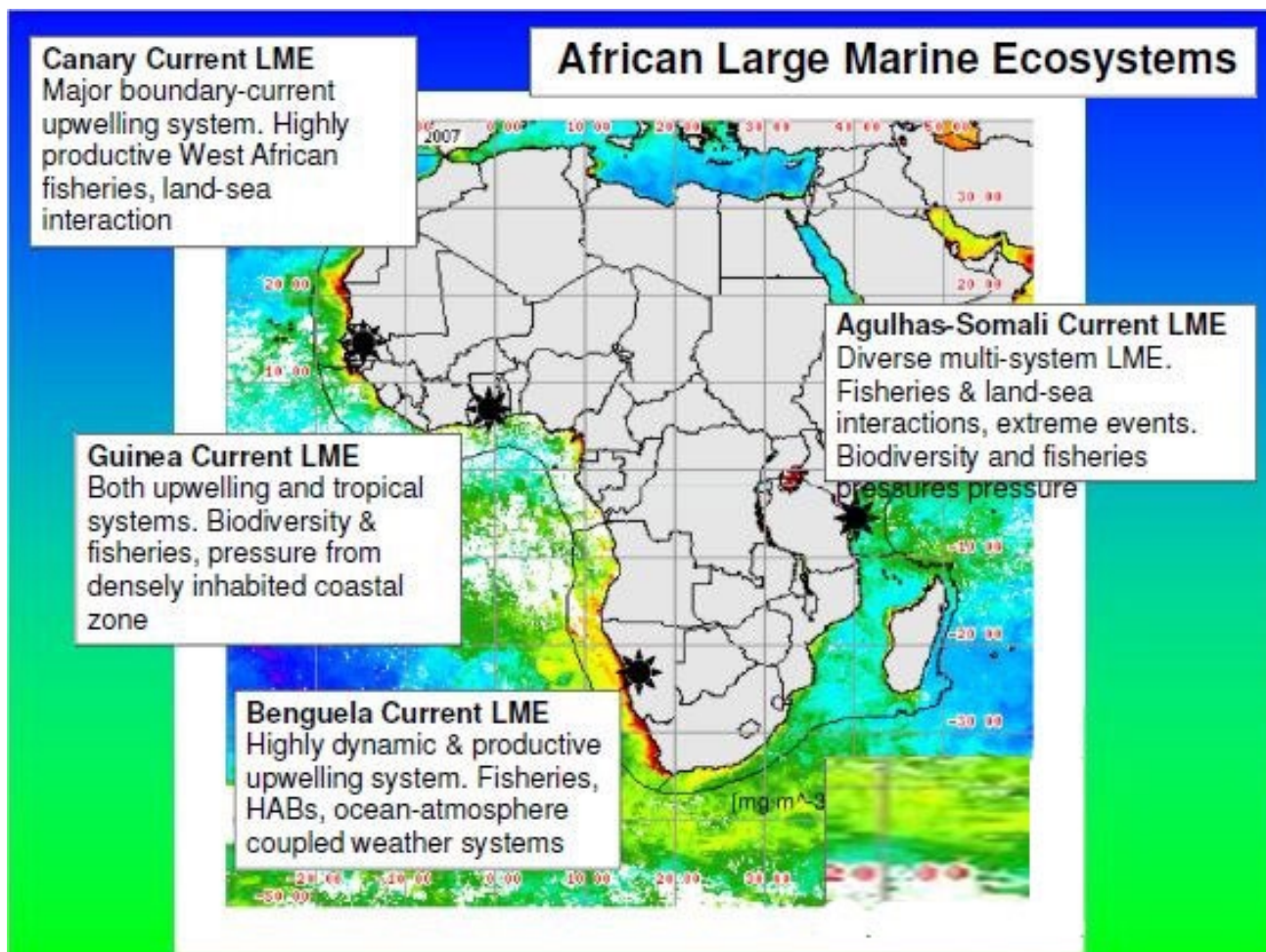
2. AFRICAN LARGE MARINE ECOSYSTEMS PROJECTS- LESSONS LEARNT AND BEST PRACTICES

One of the most cost-effective and practical means of effecting change is through lesson learning. This approach is particularly useful in developing countries and natural resources management. During the various stages of project conceptualization, inception and implementation, huge amounts of information have resulted from experiences gained and lessons in the various LME projects, being national or regional. The identification of best practices and dissemination of lessons learned from these projects will help trigger increased benefits from rational management of the fisheries sector. This was recognized by the first Conference of African Ministers of Fisheries and Aquaculture and therefore requested '*the African Union to assist RECs, RFBs and Member States to document and share local and global best practices in fisheries management and aquaculture development and their adoption and adaptation in Africa*'. The lessons generated on the relevant technical aspects of these projects will be transformed into policy briefs for dissemination amongst AU MS, RECs and other stakeholders.

Fish traps set in mangrove - disrupting migrating pattern, breeding and nursery areas for fish species

2.1. Strategic partnership for fisheries investment in Africa

SPFIF project initiative was developed to support African countries to reverse the depletion of fisheries in the LMEs and was implemented mainly in the East African region with major focus on coordination. The major partners were AU, the FAO, and WWF. The initiative was supported by GEF/World Bank funding. The Investment Fund of this initiative was established to support reforms towards more sustainable fisheries, through regional and country-level projects. The Strategic Partnership was funded through the GEF grant to promote fisheries policy reforms in the region, communicate lessons learned from the Investment Fund, and provide technical support to the countries in the preparation of the project concept notes (PCNs) and implementation of investments.

Beach seining: destructive fishing method- improving the situation would require management plan for this fisheries integrating EAF principles

Main lessons learned

- The projects developed under this Fund represent a new line of investments for the World Bank in the fisheries sector, from the traditional model of building boats and ports, to a focus on long-term efforts to strengthen governance

- Countries that participated in the Country Assistance Strategy (CAS) process reviewed their Fisheries Sector Strategy with enhanced Stakeholder Participation. Participatory approach was a requirement for the World Bank Co-financing consideration and including also the SPFIF Project Concept Note development. These countries benefited from the exercise and were able to identify gaps, and areas for interventions and investments

- SPFIF initiated projects are negotiated between the respective governments and the World Bank. The Governments take the lead in project design; however NGOs can be brought in at an appropriate time for their contributions and collaborative expertise and data

- Participatory design process resulted in very good working relationships among the project coordinators, project component managers, technical coordinators and collaborating institutions. A related benefit is the strong ownership and commitment by all participating agencies and the established National Project Steering Committee.

- Community involvement from the onset is vital for ownership and ensuring that the project objectives correctly address the vision and the real needs and priorities of the communities. Any unrealistic expectations should be addressed as early as possible

- Project design teams with clear leadership from the onset, provision of adequate incentives for government staff on the project preparation teams and effective communication mechanisms are more efficient and effective. Maintaining same officers throughout the design and implementation enhances success

- Engaging consultants to support the project preparation team can be used to assist the teams to expedite their work. However, the design team should start the process (insiders are likely to have more contextual knowledge and information) then use external consultant to package their work.

- Establishing project tender committees in Project management /coordination Units will expedite country level project t procurement processes

- Information dissemination through brochures, newsletter and presentations helped create awareness on the availability of the fund and countries have prioritized fisheries investments to the extent of co-financing the grant with higher ratio in areas of fisheries management that are not physical or infrastructure development.

Integrated ecosystem research on periodical basis would help maintain marine ecosystems integrity, especially when conducted across EEZs

2.2.   The Guinea Current Large Marine Ecosystem

GCLME is rich in fishery resources, oil and gas reserves, precious minerals, a high potential for tourism and serves as an important reservoir of marine biological diversity of global significance which makes a major contribution to livelihood, food security and employment of the people of countries bordering the GCLME. There were 16 countries in the GCLME projects (Guinea Bissau, Guinea Conakry, Cape Verde, Sierra Leone, Liberia, Benin, Togo, Cote D'Ivoire, Nigeria, Cameroon, Gabon, Equatorial Guinea, Sao Tome/ Principe, Congo, DR. Congo, Gabon and Angola). The GCLME Project pioneered the application of the ecosystem approach in the coastal waters of six countries from Cote d'Ivoire to Cameroon in the mid-1990s. Thereafter the activities were extended to cover the 16 coastal States from Guinea Bissau to Angola that share the GCLME. The GCLME project was implemented by UNIDO and officially terminated in 2010.

Best practices
- The LME approach was quickly internalized in the region through obtaining political support at the highest levels (Presidents, Ministers and relevant Directors in appropriate government levels);
- Sustainability of support was entrenched through networks of LME professionals in academia, government and the private sector working in the marine environment;
- The project conducted extensive capacity building (workshops, training activities, stock assessment cruises (Nansen campaigns), site visits and consultancies) to ensure enabling conditions for the implementation of a Strategic Action Programme;
- Early collaboration and cooperation with UN agencies allowed access to technical assistance and support for specialized trainings required for implementation of SAP (Strategic Action Plans) and the NAPs (National Action Plans).
- Establishment of an African LME Caucus for information exchange and dissemination;
- Training on best approach for negotiating fishing agreements within the GCLME created awareness;
- The Project established 5 Regional Activity Centres –which included productivity and fisheries centres in Accra and Luanda respectively, among others;
- The Project established Inter-ministerial Committees and focal points at the national levels for visibility and to build support for the LME approach;
- A draft Protocol for a Commission was developed so the stage was set for the establishment of a Commission to move forward to the ultimate goal of sustainable GCLME producing goods and services for the region's citizens.

Lessons learnt
- Strong political support was very essential for commitment to the Project.
- Institutional instability at national levels was one of the difficulties in the implementation of the project.

Arrest of IUU fishing vessel- Implementing Port State Measures will help deter IUU

A patrol vessel is crucial in combating IUU fishing

A vessel monitoring system can help combat IUU fishing

Dedicated fish harbor – strengthens control and increase earnings from the sector through centralization of activities onshore e.g. transshipment and discharge of fish and fish products

Development of cage culture practices in freshwater and coastal environment (marine culture) - strategic in shifting and reducing fishing effort on wild fish populations (facilitates restoration of depleted fish stocks)

2.3. The Benguela Current Large Marine Ecosystem

The GEF supported an ecosystem-based project requested by the governments of Angola, Namibia and South Africa for the "Integrated Management, Sustainable Development, and Protection of the Benguela Current Large Marine Ecosystem (BCLME)." The project was focused on sustainable management and utilization of living marine resources, mining and environmental variability, ecosystem forecasting, management of pollution, ecosystem health and protection of biological diversity, and capacity strengthening.

Lessons learnt and good practices

Among the lessons learnt and good practices for south-south cooperation amongst the BCLME countries are:

*   TDA (Transboundary Diagnostic Analysis) and SAP processes facilitated partnership and trust building which resulted in commitment for a regional integrated transboundary LME approach;
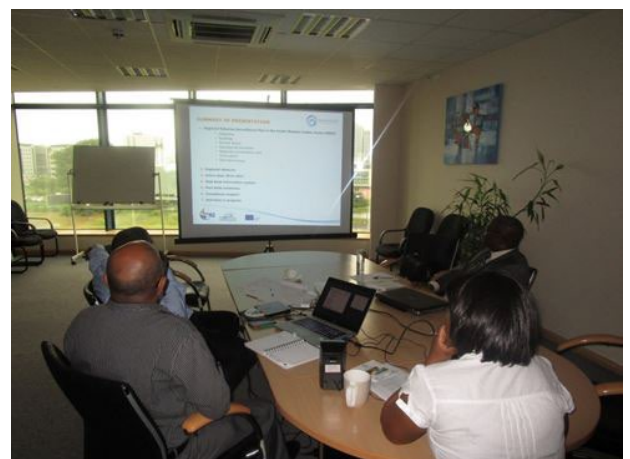
Institutional collaboration important for governance of LMEs

- Interim Agreement formed a strong basis for the Convention text – countries were familiar with the IA and had confidence in the Convention process;
- When there is strong political support and will, it is time to fast-track policy and management actions. Improved LME governance offer a legacy for political leaders;
- Open a lean Secretariat (say three staff) fully funded by Member States annual contribution. Then build the Secretariat gradually as needs increases;
- One country playing mediating role and regarded as "friend" in the region can serve as a champion to bring others on board for important decisions/ actions;
- Support from development partners becomes unparalleled where progress is visible including signing of SAP, negotiating, signing and ratification of legally binding convention as well as demonstration by Member States that they too are contributing financially and other resources to the Commission;
- Transitioning from Concept to Commission takes time!

Discharging fish for markets (export and local-credible catch certification procedures, proper handling and processing methods sanitation) should be adopted

Tuna canning industry- invest ment is essential for economic value addition and increases contribution of the sector to national economies

2.4. *The Canary Current Large Marine Ecosystem*

The Canary Current is a wind-driven ocean current that flows southwards along the coast of northwestern Africa, linking Morocco, Mauritania, Senegal, Gambia, Guinea Bissau, Guinea and Cape Verde which defines the boundary of the CCLME. The area covered by the CCLME is culturally, politically, and geographically diverse, which presents a considerable challenge for the effective management of the region's living marine resources, especially the coastal small pelagics. The GEF funded CCLME project is implemented by FAO. The small pelagics are important fish resources in the CCLME and the project is implemented to ensure particularly the sustainable management of these resources.

Inclusiveness-empowering artisans in fisheries

Lessons Learnt and Best Practices

The following are a few lessons and best practices followed in promoting cooperative management of the shared small pelagic fishery of Northwest Africa.

a.   Tools used were effective in identifying discrepancies and knowledge gaps

The tools (studies, surveys, stock assessments, workshops, ERA (Ecosystem Risk Assessment), etc.) that have been used in the process are effective in identifying discrepancies between the scope of issues covered and the governance arrangements in place. The results of the process also demonstrated where the most urgent needs occur and that in most cases there is sufficient knowledge to make a start in addressing and remedying the problems.

b.   Building block approach is useful for solving complex issues

The building block approach whereby assessments completed at one level became inputs to the next took a much longer time to agreeing on both the policy and management elements, strategies and approaches but is probably the most efficient method for completing assessments and planning for a resource as important and complex as the shared small pelagic stocks.

c.   Improved cross-sectoral coordination and collaboration is important for best results

The processes and approaches followed have resulted in improved cross-sectorial coordination and collaboration especially with regards to exchange of information among countries. This coupled with trust and a better understanding that doing nothing was not an option contributed to the elaboration of the policy document and regional management plan.

d.   Continue to lay emphasis on capacity building

Over the years as countries have sought to improve knowledge on the management of these resources capacity has been strengthened in many disciplines, particularly in terms of oceanographic, fisheries, socio-economics and general ecosystem management skills. This capacity has and is being captured and put to good use. In addition, significant progress was made in capacity building through the adoption of a number of approaches. However, human capacity building remains a long-term challenge to ensure the sustainable management of the shared small pelagic fishery resources of Northwest Africa.

e.   Promotion of Partnership contribute to evidence-based interventions

The promotion of partnerships through an iterative process involving grass-roots communities, scientists, the various institutions and representatives of stakeholder groups tend to work together to produce evidence-based information that is useful for the development of cooperative frameworks for the sustainable management of shared fishery stocks.

f.   Processes engendered confidence, trust and buy-in by stakeholders

The processes have fostered multi-stakeholder dialogue, inter-ministerial dialogue, and a discourse with the science community in unraveling complex situations so they can be divided into priority components for better decision-making. They have also contributed to buy-in and adoption of reforms. Joint monitoring surveys and cruises particularly under the Dr. R/V Fridtjof NANSEN Programme but also under bilateral arrangements among the countries have enhanced transparency in collection of data and information and confidence and trust among participating countries as well as serve to build capacity among countries to utilize sound science for policy and making management decisions.

g.   Scientific advice/knowledge/input is essential for good policy and appropriate management decisions

The processes have further put into evidence the crucial role of science in the taking of policy and management decisions. The tenacity of scientific inputs has helped to maintain the momentum of the process and contributed largely to the results that are apparent today.

h.   EAF Log-frame is a valuable tool for promoting coherence between management plans

The EAF Log-Frame which is a major product of the process is an important asset. It provides countries elements on which they can establish coherence between national plans and the regional initiative. The Log-Frame further helps to facilitate the tracking and evaluation of the plans and to determine the extent to which objectives are being met and institute the appropriate corrective actions.

Coastal lagoons are threatened by pollution and erosion.

3. COMMON ISSUES IN LME GOVERNANCE

Challenges, Lessons Learnt and Best Practices

Thematic Area 3.1: *Policy and Governance*

No.	Common Issues	Challenges	Suggested Best Practices / Measures to Address these Challenges	Lessons Learned
1.	Problem of human resources (at the country level and the LME)	Lack of stability, adequacy and quality oriented personnel	Fixed term appointments for dedicated and motivated personal with well-defined Terms of reference,	In BCLME project three activity centers were created with national personnel appointed through competitive process
2.	Existence of a clear or shared vision (national and regional)	Integration of the LME issues in national and regional policies	Awareness creation in countries on the need for a common vision - Governance arrangements for the use of marine goods and services developed in additive participatory and integrated manner across multi-sectors of the LME (fisheries, marine transportation, tourism, offshore oil and gas, etc.).	Good cooperation and communication between stakeholders
3.	Insufficient visibility	Promote and popularize the sustainable exploitation of the LME at all levels	Promotion of partnerships through an iterative process involving grass-roots communities, scientists, the various institutions and representatives of stakeholder groups	Lack of communication; development of appropriate module for bringing or cascading LME issues to local populations- very good outreach strategies should be developed

Thematic Area 3.2: *Ensuring sustainability fisheries resource exploitation and biodiversity in LME*

No.	Common Issues	Challenges	Suggested Best Practices / Measures to Address these Challenges	Lessons Learned
1.	Depletion of stocks	Overfishing/ overcapacity; Environment Impact (Climate change); Weak enforcement of regulations	Elaborate and implement management plans for target fisheries; Strategy for adaptation and coping to CC; Enforce laws and regulations; Develop mariculture and aquaculture; Develop or establish MPA networks	Closed seasons in vulnerable fishing areas; Implement results-oriented research in management; Limit access to MPA; Develop alternative livelihoods (aquaculture and mariculture); Artificial reefs in coastal can reduce overexploitation; Involvement of fishing communities and stakeholders in planning and implementation of management plans and policy making; Develop and implement management plan for target fisheries

No.	Common Issues	Challenges	Suggested Best Practices / Measures to Address these Challenges	Lessons Learned
2.	IUU and Piracy	Absence /inadequate MCS; Lack of regional collaboration; Security at sea	Strengthen MCS; Enhance regional collaboration between member states to combat IUU and piracy	Promote collaboration in combating IUU; Capacity building for effective MCS
3.	Bycatch/ discards	Trawling (mainly for shrimps and demersal finfish species); Lack of demarcation of fishing zones; Absence of weak MCS systems;	Limit trawling Adapt appropriate mesh size; Adopt zoning (demarcation of fishing areas) Enforce laws and regulations; Enforce MCS capacity.	The use of trawling inshore area increase bycatch and discards; The appropriate mesh size can reduce bycatch and discards; Disproportionate discards in shrimpers catches;
4.	Habitat degradation	Trawling; Pollution; Climate change;	Limited trawling in sensitive ecosystems; Prevent and combat (habitat) pollution; Adaptation and coping strategy to climate change strategy;	Implementation of guidelines and standards has helped in the control of pollution of coastal water in Nigeria
5.	Under-exploitation of some resources	Lack of technical capacity Limited knowledge	Increase fishing capacity Develop scientific knowledge	Limit formal agreement for underexploited species

Thematic Area 3.3: *Collaboration and Coordination between Agencies, Regional Projects, LME Based Commissions*

No.	Common Issues	Challenges	Suggested Best Practices / Measures to Address these Challenges	Lessons Learned
I.	Lack of impact assessments for projects	M&E is usually done for the project performance but the real impacts on fisheries sustainability are not well documented	• Develop lessons learned briefs for dissemination and sharing • Develop a forum for sharing best practices • There should be incorporated in the projects exit strategies	• Sustainable fisheries achievements such as reduction of by-catch, reduction of illegal fishing etc. • Stakeholders involvements • Comprehensive studies available
2.	Policy harmonization of framework at all levels	• Lack of harmonized policies; common issues may not be addressed • Poor collaboration and coordination between different players e.g. Linkage of LMEs institutions and programmes with RECs and AU	• Identify areas in PFRS and AFRM policy frameworks to assist in policy harmonization process.	Development of policy formulation mechanism through AFRM and PFRS and cascade it to all levels of fisheries management systems

No.	Common Issues	Challenges	Suggested Best Practices / Measures to Address these Challenges	Lessons Learned
3.	Poor Information and data sharing and dissemination systems	Lack of skills and expertise in communication in many of the projects and programmes No structured mechanism for sharing information among key players on fisheries in the region No institutional data policy Poorly developed databases Weak fisheries data management	Development of appropriate data management Develop data policy at the national and regional levels Database development Promote updated and active website development for all projects with linkage to AU-IBAR, RECs, RFBs, LMEs Develop networks on areas of information sharing	Regularly updated databases in place for all projects and programmes. Develop an easy to use and access databases and establish a databank at continental levels (AU) Establish an exchange/study programme for lesson learning for best practices. South-south
4.	Weak Collaboration between RECs and RFBs	Lack of prioritization of fisheries by RECs No appropriate framework for collaboration Lack of financial support to RFBs by RECs	Apply ECCAS/COREP model that works well.	The ECCAS/COREP model is achievable and needs to be replicated through AU effort.
5.	Weak collaboration between LME Projects and RFBs	Lack of prioritization of fisheries by LME-based projects No appropriate framework for collaboration and information sharing Weak donor collaboration in regional and LME project formulation and implementation Lack of sustainability of LMEs projects e.g. ASCLME, GCLME, SWIOFP due to lack of linkages with RFBs	Develop a framework for collaboration and information sharing Develop donor platform under AFRM for project formulation, funding and implementation For sustainability, LMEs programmes should operate under RFBs Development of Best management practices and popularization of the same	ASCLME/SWIOFP collaborated after intervention by AU-IBAR and there were gains. Formation and establishment of LMEs caucus linked to RFBs Developed Management best practices for dissemination
6.	Poor national fisheries management systems hinder effective collaboration and coordination	Poor collaboration and coordination between countries, regions, LME, programmes/ Commission and RECs has hindered information flow and development Duplication of activities	Enhance fisheries management systems using tried and paradigms such as EAF, RBFM to enhance collaboration at all levels	Application of EAF, RBFM and other known success management systems at the country and regional levels. Promote trans-frontier MPAs

No.	Common Issues	Challenges	Suggested Best Practices / Measures to Address these Challenges	Lessons Learned
7.	Capacity of continental level organization (at AU level) to facilitate collaboration and coordination	The establishment of the continental body (e.g. AU) in fisheries in terms of capacity has not yet evolved sufficiently to accommodate new mandate for collaboration and coordination of fisheries (AFRM/PFRS)	Establish strong structures to implement AFRM and PFRS Implementation of international instruments to enhance collaboration	Ensure effective change through AFRM and PFRS.

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