



Africa Blue Economy Strategy

(Annex 5: Policies, Institutional and Governance, Employment, Job creation and Poverty Eradication, Innovative Financing in the Context of Africa Blue Economy)

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Acronyms

ABM	Area-based management
ACP	African, Caribbean, and Pacific Group of States
AfDB	African Development Bank
AIMS	2050 Africa's Integrated Maritime Strategy
AU	African Union
AU-IBAR	The African Union Inter-African Bureau for Animal Resources
BE	Blue Economy
CBD	The Convention on Biological Diversity
COMESA	Common Market for East and Southern Africa
EAC	The East Africa Community
EEZ	Exclusive Economic Zone
EU	European Union
GDP	Gross Domestic Product
IGAD	Inter-Governmental Authority on Development
IOC	Indian Ocean Commission
MSP	Marine spatial planning
NGO	Non-Governmental Organisation
OP	Operation Phakisa (South Africa)
REC	Regional Economic Community
SDG	UN Sustainable Development Goals 2030
SIDS	Small Island Developing States
STI	Science, Technology and Innovation
SWIOFISH	South West Indian ocean fisheries governance and shared growth
UN	United Nations
UNECA	United Nation Economic Commission for Africa

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Prof. Ahmed El-sawalhy

Director/Head of Mission, AU-IBAR

Context and outlook

Context

The African Union (AU) perceives the Blue Economy (BE) as the “New Frontier of Africa’s Renaissance”. The approach relatively new can be a driver for Africa’s welfare and prosperity particularly in the context of the population dynamics (2,5 billion by 2050, migration towards coastlines), its needs in terms of employment¹, food security, transport and infrastructure as well as in the context of building strategic and balanced ties with international partners notably the Economic Partnership Agreement with EU and the Chinese initiative - Belt and Road Initiative.

Therefore, BE offers an opportunity to re-investment in human development, the development of and the sharing of benefits from marine resources and consequently to prevent the vulnerable, often also marginalised populations, from missing-out on socio-economic opportunities in the maritime sector.

It offers also a great opportunity to promote innovation, to get access to new financial instrument, which can enhance investment diversification and hence strengthen the shift toward more sustainable development pathways, in line with existing global and continental policy frameworks and strategy, such as the Agenda 2063, SDG and more recently the Continental Free Trade Area (CFTA²). It is considered that the operational phase of the CFTA provides an opportunity to create a huge market for the development of the Blue Economy in Africa.

Since Nairobi Sustainable Blue Economy Conference, organized in November 2018, the AU has launched initiatives to develop continental strategy on the BE, based on five thematic areas:

- Fisheries, aquaculture, conservation and sustainable aquatic ecosystems
- Shipping/transportation, trade, ports, maritime security, safety and enforcement
- Coastal and maritime tourism, climate change, resilience, environment, infrastructure
- Sustainable energy and mineral resources and innovative industries
- Policies, institutional and governance, employment, job creation and poverty eradication, innovative financing.

¹Youth employment is a major challenge in Africa and the number of job seekers is expected to reach 30 million by 2030.

²The UNECA estimates that the agreement will boost intra-African trade by 52 percent by 2022.

Meanwhile, a series of strategies in many policy areas related to Africa's oceans, maritime security, preservation of ecosystem and cooperation between African states have been developed both at continental and regional level while some countries mainly Small Island Developing States (SIDS) have already launched their own strategy on BE mainly with the objective to contribute to the following goals:

- Enhancing governance and management of aquatic resources
- Ensuring sustainability of the ecosystem and protect it from pollution
- Advancing knowledge and information dissemination
- Promoting food security and decent livelihood
- Handling opportunities and accelerating the structural transformation of the socio-economic sectors
- Increasing the overall wealth generated by the exploitation of the ocean resources
- Strengthening intra and inter regional collaboration

These policies and strategies, detailed below, provide inspirations and guidance for the formulation of the blue economy strategy and blueprint through broader and inclusive consultation.

Outlook

The most important governance tools for implementing the blue economy have been identified by the United Nation Economic Commission for Africa (UNECA³). These include area-based management (ABM) and land and marine spatial planning (MSP), blue carbon, eco-labelling, fair trade, green fees, ecotourism and green ports. Other tools concern integrated maritime strategies and policies, integrated coastal management, marine protected areas, common fisheries policies, renewable energy, global reporting and assessment of the state of the marine environment⁴.

Continental level

At the continental level, the Blue economy is an integral part of the AU Agenda 2063⁵ and the African Development Bank's (AfDB) High 5 Priorities⁶.

³ UNECA, 2016

⁴ See UNEP-Nairobi Convention & WIOMSA 2015.

⁵ It states that blue/ocean economy shall be major contributors to continental transformation and accelerated economic growth. The key drivers of change identified by the Agenda 2063 are as follow: i. Globalization and changing structure of global markets. ii. New technologies and innovation, especially in health, agriculture and energy. iii. Changing rules governing global trade and finance, including the role of aid. iv. Physical environment including climate change; land and water. v. Human resources, gender dividend, skills development, and the continued heavy burden of disease. vi. Private sector development and democratization.

⁶ AfDB sets 'High 5' development goals for Africa: light up and power Africa; feed Africa; industrialize Africa; integrate Africa; and, improve the quality of life for people in Africa.

In the Agenda 2063, which represents the global strategy to optimise the use of Africa's resources for the benefit of all Africans, BE is included under Aspiration I. A Prosperous Africa based on inclusive growth and sustainable development. It is also included under section 14, 15 and 16⁷ in the sense that it takes on board climate changes and sustainable development of the continent.

The "Agenda 2063" is relevant for the United Nations 2030 Agenda for sustainable development in the sense that it contributes to the progressive achievement of SGI4 - (conserve and sustainably use of use the oceans, seas, Lakes and rivers, and aquatic resources) and also promote the Goal 1 and 2 in the sense that its aims to end poverty in all its forms everywhere and also aim to end hunger and achieve food security.

The AFDB strategy for the continent for the period 2016-2025 is relevant to BE approach and emphasised the need for the African countries to be aware of emerging changes and trends and seize all the opportunities. BE was identified as one of nine flagships to implement the Feed Africa Strategy of AFDB, with specific goals that contribute to the eradication of extreme poverty, end hunger and malnutrition, become self-sufficient with fish protein, contribute to regional and international fish trade and aquatic resource management; and move the continent to the top of key fish value chains. The AFDB's approach is to mobilize financial resources to fill the investment gap estimated to 25-33 billion USD per year⁸.

The Policy Framework and Reform strategy for fisheries and aquaculture in Africa (PFRS)

At the sectorial level, the Policy Framework and Reform Strategy for fisheries and aquaculture in Africa (PFRS), adopted by African Union in 2014, outlined approach and measures that take into account the requirement for a sustainable blue growth in term of realizing the full potential of the oceans and inland waters to achieve food security and to promote sustainable use of aquatic resources.

PFRS is relevant for the United Nations 2030 Agenda for sustainable development in the sense it contribute to progressive achievement of SDG Target 14.4, which focuses on effective management of fisheries resources with a specific goal on ending illegal, unreported and

⁷ Africa's Blue economy, which is three times the size of its landmass, shall be a major contributor to continental transformation and growth, advancing knowledge on marine and aquatic biotechnology, the growth of an Africa-wide shipping industry, the development of sea, river and lake transport and fishing; and exploitation and beneficiation of deep sea mineral and other resources.

⁸ Source: AFDB, 2018

unregulated (IUU) fishing⁹.

According to recent studies and projects being conducted in West Africa in particular under the World Bank funded WARFP programme, and conducted in the Indian Ocean under the European Union funded Smartfish and World Bank funded Swiofish programmes, most coastal States have adopted NPOA-IUU and have implemented substantial reforms of their legal frameworks to align with international obligations. However, governance challenges remain at the level of overfishing and IUU.

The 2050 Africa's Integrated Maritime Strategy (AIMS)

The 2050 Africa's Integrated Maritime Strategy (AIMS), adopted by the AU in 2014, presents a framework of 14 strategic actions that include the establishment of a combined exclusive maritime zone of Africa, the creation of regional maritime operational centres, the development of an integrated marine tourism and leisure strategy for Africa, and the development of a maritime governance approach.

The AIMS 2050 represents a key step towards developing Africa's Blue Economy in a sustainable and a secure way. It serves as a global framework for the African maritime strategies to address security challenges and curb illegalities, as well as to promote sustainable resource management and generate wealth creation from aquatic ecosystems. It has also an important impact on business development in the sense the establishment of legal clarity makes business less exposed to uncertainty.

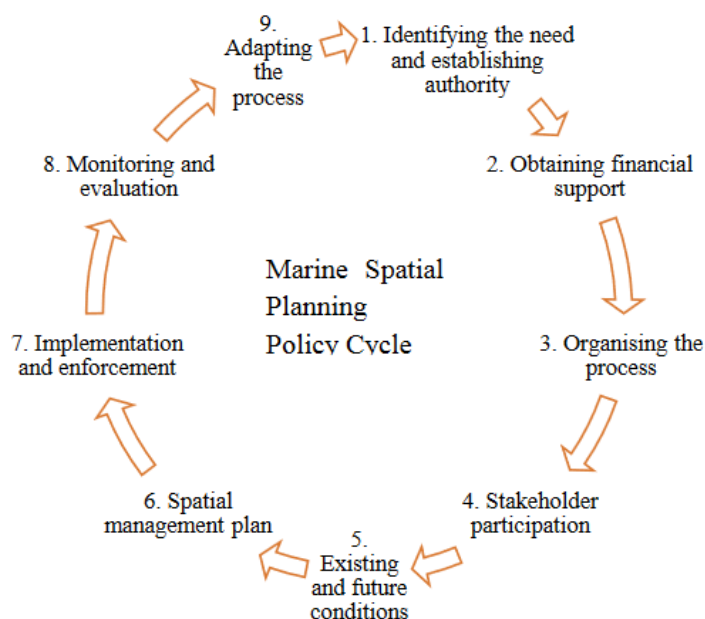


Figure 1: Policy framework relating to implementation the MSP (Ehler and Douvere, 2009)

⁹ Previous studies have estimated total catches in West Africa are estimated to be 40 percent higher than reported catches. ACP, 2017

The MSP remains the main effective tool of the AIMS 2050 for the implementation of the blue economy approach, requires a set of integrated governance in terms of strong institutions and inter-ministerial co-operation, inclusive decision-making processes involving all stakeholders (including business), evidence-based support as well as a framework regulation.

So far, the MSP remains at an early stage of development and cabotage as policy has been ratified and deposited by only six countries¹⁰ while sharing of information on maritime security continue to facing lack of capacities and disagreements between states in particular over maritime borders. The process to develop MSP, based in social, institutional, legal and political threads is also a challenge¹¹ for its adoption.

SIDS of the West Indian Ocean (Seychelles, Mauritius), in addition to Kenya and South Africa have been the more advanced in developing MSP Policy instruments.

The implementation of MSP in Seychelles is closely linked to its entrance into a debt-for-nature swap, which included a requirement to protect 30% of the EEZ by 2020. As at 18th August 2019, 26% of the EEZ has been identified and designated as marine protection areas. The financial mechanism (secured funding through SeyCCAT¹², see figure below) has been positive and very relevant for Seychelles to achieve its goals with regards MSP. The country has the second MSP largest in the world (Norway is largest).

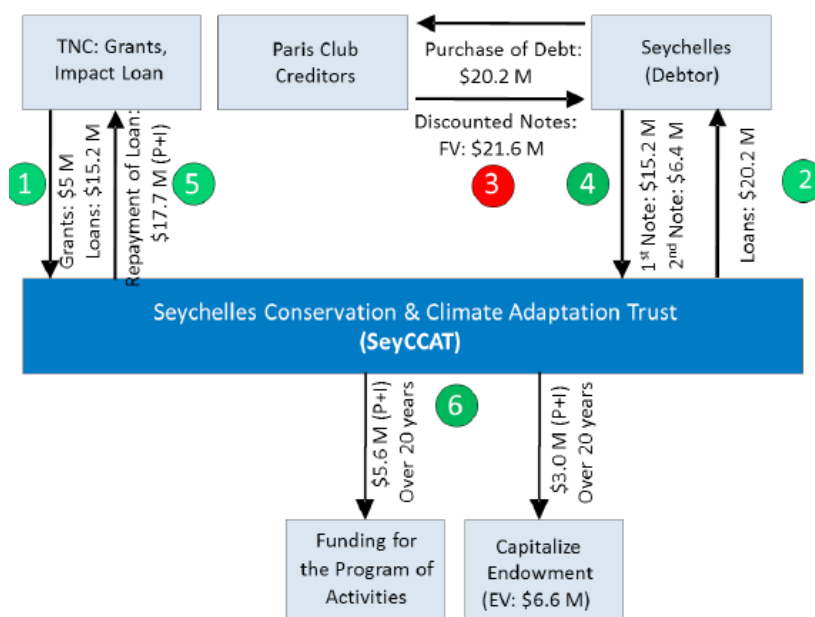


Figure 2: Seychelles Debt Swap for Conservation & Adaptation to Climate Change in Marine & Coastal Systems Deal Flow. Source: Seyccat

¹⁰ Benin, the Republic of Congo, Ethiopia, Gabon, Mauritius and Togo, whereas only nine of the remaining 48 member states have signed the revised treaty.

¹¹ The Intergovernmental Oceanographic Commission has recommended a step-by-step approach to setting up and applying MSP (IOC, 2009).

¹² SeyCCAT is independently registered, legally established under its own Act (2015), it launched and concluded the inaugural Blue Grants Fund #1 (debt swap proceeds) allowing it to disperse over US\$ 300,000 in 2018 in support of the fisheries sector. It demonstrated its credibility to the World Bank by securing a partnership in the Seychelles Blue Bond transaction.

Lomé Charter

The Charter on maritime security, safety and development well known as Lomé charter, adopted in 2016 by AU, follows on the 2050 AIMS. The Lomé Charter provides a broad framework to make African maritime space the key driver for sustainable economic development and therefore can boost Africa's blue economies.

Lomé Charter defines in its Article I the Blue/Ocean Economy as “sustainable economic development of oceans using such technics as regional development to integrate the use of seas and oceans, coasts, lakes, rivers, and underground water for economic purposes, including, but without being limited to fisheries, mining, energy, aquaculture and maritime transport, while protecting the sea to improve social wellbeing”.

Although, it is recognized that the Lomé Charter can boost Africa's blue economies, the implementation of this charter remains a challenge in the sense it requires programmatic activities, with a strategic roadmap having realistic timelines, under the auspices of the AU.

Regional level

At regional level, the Intergovernmental Agency for Development (IGAD¹³) is on the process to develop a strategy on BE. It is hosting in September 2019 its first Blue Economy Conference¹⁴ to raise awareness on the thrust of the Blue Economy. The regional organisation is committed to aligning its policy and institutional frameworks to meet up the regional cooperation and integration agenda of the African union.

National level

Small Island Developing States (SIDS) have always been highly dependent upon the seas for their well-being. The majority of SIDS in Africa has made a strong start towards the adoption of their own blue Economy strategies/policy framework with the objective to develop an integrated approach to ocean based sustainable which brings together economy, environment and society.

The Seychelles has adopted a national vision¹⁵ “towards a sustainable and inclusive future” as well as BE strategy through the Strategic Policy Framework and Roadmap¹⁶ – charting

¹³ IGAD is one of the 8 Regional Economic Communities of the African Union.

¹⁴ IGAD blue economy conference - Djibouti 16 - 17 September 2019, Background paper. The objective of the conference is to enhance of the entrenched process of economic transformation, shared prosperity and environmental stewardship for the common good of the sub-region.

¹⁵ Vision 2033 & national development strategy

¹⁶ The Seychelles has adopted early this year the revised version of “the BE Strategic Policy Framework”, 2019.

the future 2018-2030. This strategy is consistent with the sustainable development Agenda 2030 (SDG's), Aichi Target 11 of the CBD and The Paris Agreement on climate change (2015). The country has also launched since 2014 a comprehensive MSP¹⁷ an effective tool for the implementation of the blue economy approach.

The Seychelles created the Blue Economy Department¹⁸ in 2015, which is actually under the authority of the vice-president of the Republic. This institutional anchorage aims to give to BE a strong political commitment and to create a better coordination and cooperation with other sectors, building synergies and collaborative efforts. The BE department is in the process to develop the roadmap based on inputs from concerned departments (management plans and regulations).

To complement its strategy, Seychelles developed two financial mechanisms:

- The Blue Investment Fund, which intends to support diversification and expansion of fisheries value chains in Seychelles. This fund reserves investments in value chains that are supported by managed fisheries, or investments in pre- and post-production components of the value chains that will add value without creating additional pressure on vulnerable fish populations.

The Blue Investment Fund has been designed around key principles for selecting eligible activities and evaluating proposals, which are then further defined on the basis of information from commissioned studies.

- Seychelles Blue Bond¹⁹

The Blue Bond – a debt-swap conservation and climate change adaptation Trust of US\$15 million was launched in October 2018 by the Government of Seychelles with guarantees from the World Bank and the Global Environment Facility and the technical support of Princes' Charities International Sustainability Unit (ISU) to attract private investment, in order to finance a transition to sustainable fisheries and in particular the implementation of the Mahé Plateau Demersal Fisheries Management plan.

This 10-year blue bond to finance fisheries projects, makes it the world's first country to use capital markets for funding the sustainable use of marine resources.

¹⁷ Seychelles has committed to up to 30% marine protection in its Exclusive Economic Zone (400,000 km²).

¹⁸ The mandate of the Department is to provide strategic direction and coordination of the BE implementation, as part of the continued sustainable development of Seychelles.

¹⁹ Seychelles launched the World's First Sovereign bond

However, technological innovation still is an unexplored field in Seychelles and projects financed at this stage in the case of blue bond are limited to fisheries and aquaculture sectors. Cabo Verde has developed “Blue Growth Charter”, Madagascar “blue economy – strategic guidance”, while Comoros has its own strategic framework for blue economy. Mauritius launched a large programme of ocean economy and set-up.

Others countries launched initiatives important for the implementation of the blue economy. Morocco launched in 2016 ‘the blue belt’ for blue growth as part of the agenda of the United Nations Climate Change Conference. The initiative provides a framework for the emergence of fisheries and aquaculture activities with a low ecological footprint.

South Africa has developed the Oceans Economy initiative under Operation Phakisa (OP²⁰) and initiated the Oceans Economy Lab in 2014 to “unlock the economic potential of the ocean in a sustainable manner”. The initiative includes the development of ocean governance and protection services in the process; along with the various ocean industries including transport and oil and gas exploration, (offshore mining was included within the OP Mining Lab and was not included in the Oceans Economy Lab).

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²⁰ <http://www.operationphakisa.gov.za/operations/oell/pages/default.aspx>

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Table 1 : Some initiatives related to BE launched by African countries

Country	Initiative
Cabo Verde	Wave driven desalination systems
Gabon	Green Gabon Initiative
Guinea Equatorial	Integrated coastal zone planning
Kenya	Blue economy investment plans
Mauritius	Coastal protection and biotechnology
Madagascar	Sustainable 'green' aquaculture
Morocco	Blue belt initiative
Seychelles	Blue bond for the fisheries sector

Strategic challenges

The establishment of the BE strategy requires a comprehensive and coherent strategy as well as coordinated and harmonized policies. The development of integrated maritime policies and strategies remains the paramount for its implementation.

Governance

The nature of ocean economy and more broadly BE sectors requires appropriate coordination and governance tools between the regional, national and community levels. This is true for fisheries exploiting highly migratory species; for the fisheries of shared lakes; but also for small-scale fisheries, aquaculture, coastal tourism, shipping, ports and renewable energy as these share common management and value addition issues that need integrated policies and strategies.

Therefore, improving governance of oceans and coastal areas can only be achieved through multi-level governance approach based on the articulation of blue economy policy with legal and institutional framework of resources management, maritime security, MSP as well as adequate and accessible marine and maritime data from BE sectors. The multi-level governance includes also the need to develop policy framework and action plan consistent with the various strategies (Agenda 2063, RFPSA, AIMS 2050, Lomé Charter, SDG's, Aichi Target 11 of the CBD, Paris Agreement on climate change (2015)) and UNECA policy guidance.

Finally, multi-level governance required due coordination and appropriate financing. It is to be noted that, based on learned from various projects in West Indian Ocean and West Africa,

countries still allocate very little funds to the support of active ocean management (including MSP and MCS) and to boosting value addition.

It is important to stress the need to avoid conflicts between Africa's long-term economic interests and its security interests. Despite that the 2050 AIMS is designed to coordinate AU members and African REC's maritime policies and was embedded in the Agenda 2063 as a priority goal for Africa' inclusive growth and sustainable development, its implementation remains a challenge and may become an obstacle to achieving blue growth and improving maritime governance.

Institutional, human capacities and technology development

The second challenge concerns the institutional, human capacities and technology development both at national and regional level in order to ensure full implementation of strategies related to BE (MSP, fisheries management plan, CBD, Climate change, etc.) and to improve the effectiveness of various strategies.

For instance, the maritime security in Africa continues to facing lack of capacities and disagreements between states in particular over maritime borders and would need to adopt a mechanism for resolving disputes²¹. Furthermore, the poor institutional capacity represents a barrier to monitor and evaluate the effectivity as well as the effectiveness of the BE tools and mechanisms. The lack of detailed action plan could also be a constraints for successful implementation of BE strategy. For the instance the revised version of “the BE Strategic Policy Framework” adopted early this year still narrative.

It is imperative to stress that strategy implementation is an integral component of strategic management process and requires improved institutional and human capacities.

Transformed Economies

According to several studies and analysis developed by AfDB and UNECA, Africa needs to transform its economies to create wealth, reduce poverty, minimize inequalities, strengthen productive capacities, enhance social conditions of its people and achieve sustainable development. The economic transformation is also needed to ensure a sustainable use of natural resources. BE approach offers a great opportunity for Africa economic transformation and to promote intra-African trade.

²¹ The Lomé conference failed to agree on such instrument.

However, some of the challenges that Africa faces for structural transformation and value addition include lack of integrated strategies for sustainable and inclusive blue growth, infrastructure development, limited use of STI and restrictions to operationalise fully AfCFTA and continental frameworks.

These challenges can be addressed through continental and sub-regional frameworks for an integrated strategy, capacity building, technological innovations, quality education, entrepreneurship training and by encouraging joint ventures and industrial alliances between centre of excellence and local firms.

Innovative financing

The fourth challenge relates to the need to develop innovative financing models and financing sources for investment in the BE. This includes new and innovative sources of financing such as debt for nature swaps and blue bonds.

Domestic resources and traditional sources of funds are insufficient to fund investments in the blue economy, especially when coupled with high fiscal deficits, considerable debt, declining public investment and absence of a regional fund dedicated to develop BE and research.

Furthermore, there is a lack of incentive mechanism for enterprises to invest in some emerging industries/technologies due to high risk or uncertainty while a traditional business model or sector approach may deprive the economy of the potential synergies/ efficiencies.

Moreover, despite that, African countries have been able to attract investment flows in various sectors mainly in financial, retail trade and transportation; there is a need for African economy to develop its maritime industries by advancing the role of the private sector and regional integration.

To explore emerging opportunities, alternative and competitive financing mechanisms, mainly through regulatory and transparent instruments guided by environment principles to improve overall market efficiency are essential. To realize the potential of the blue economy, private equity institutions, commercial debt and public-private partnerships (PPP), contribution of international institutions²² among other financial models are needed.

²² In 2016, at the African Ministerial conference on Ocean Economies and Climate Change held in Mauritius, the AfDB, the World Bank and FAO proposed a package consisting of technical and financial assistance in support of ocean economies and the resilience of oceans and coastal areas to climate

Interventions

Policy coherence

Increasing policy coherence and harmonisation of regulatory frameworks within and across sectors and levels is important for inclusive and sustainable development. The issue needed to be considered include full alignment and link of the BE strategy to the African Integrated Maritime Strategy (AIMS) and other AU continental frameworks and flagships, set up of coordination system at member states level for improved inter-sectoral collaboration and clear implementation and follow-up action of the related strategies.

Capable Institutions

The capacity of national and regional structures remains a key step to develop and coordinate policy and regulatory framework for a full and successful BE approach implementation.

African countries must promote the set-up of coordination system at member States level for improved inter-sectoral collaboration and enhancing technical consultations across the lead of AU institutions (AUC, AUDA-NEPAD and RECs) and other players including UNESCO, IOC-UNESCO, UNDP, UNEP, FAO and IUCN.

Added value

The drivers of growth in Africa still highly dependent on raw materials and based on natural resources and low technology while the continent represent a small share of world trade: 3.2% of exports and 3.3% of world imports. A persistent lack of economic transformation and limited performance and competitiveness in the processing and value addition of its main BE sectors (fishery resources²³ for local consumption and exports, aquaculture, innovation, shipping and transportation) is holding back Africa's economies.

The nature of BE sectors levels of value addition activities remains complex in terms of target markets and processes employed for industrial to emerging entrepreneurial SMEs, as well as simple artisanal level activities. Each level has varying degrees of knowledge and capacity to achieve expected standards of food safety and varying abilities or understanding of trade rules.

change. The partnership program "African Package for Climate-Resilient Ocean Economies" has a tentative cost of 3.5 billion USD.

²³ It is estimated that a quarter of marine capture fisheries are done by non-African states through distant water fleets that leaves very limited room for local value addition. To date, few countries such as Morocco, Mauritius, South Africa, Namibia, Mauritania, Seychelles and Senegal play a dominant role in competitive export markets.

Regional implementation of such standards and rules in a structured fashion and compliance to such approaches demands significant commitment and coordination at a national level that connects with regionally mandated standards from Regional Economic Communities (RECs), and global compliance instruments dictated from trading blocs, such as the EU and others.

The harvesting, processing, transporting and delivery of transformed ocean products to markets has to be coordinated as a value chain that connects and captures value for economies and supports objectives of food security at a national and regional level.

This concerns the traditional BE sectors (fish transformation, reducing post-harvest, creating highly nutritional aquaculture feed) and new forms of economic activity emerging (recycling, business incubator, finance products, port services and food, mineral and energy resources). The solutions however, have to address the environmental sustainability, consider innovative financial instruments and the social acceptance of the population mainly in SIDS.

Sustained funding and innovative financing

The sustained finding and innovative financing are a key to direct investments into the economic activities that can enhance ocean health. Central to this sustained funding, which can be multi-tiered and in parallel to donor, contributions and private sector financing are innovative windows of opportunities to explore: Supporting national by reforming²⁴ fiscal system, developing national trust funds that relies on debt swap (as evident in the Seychelles) and promoting regional funds such as Diaspora Bonds. The sustained funding includes also public-private partnerships, which offer a special and attractive legal framework for financing projects in Africa. The potential of using PPP remains important. This instrument was used for infrastructure investment in Africa mainly (75%) by eight countries²⁵.

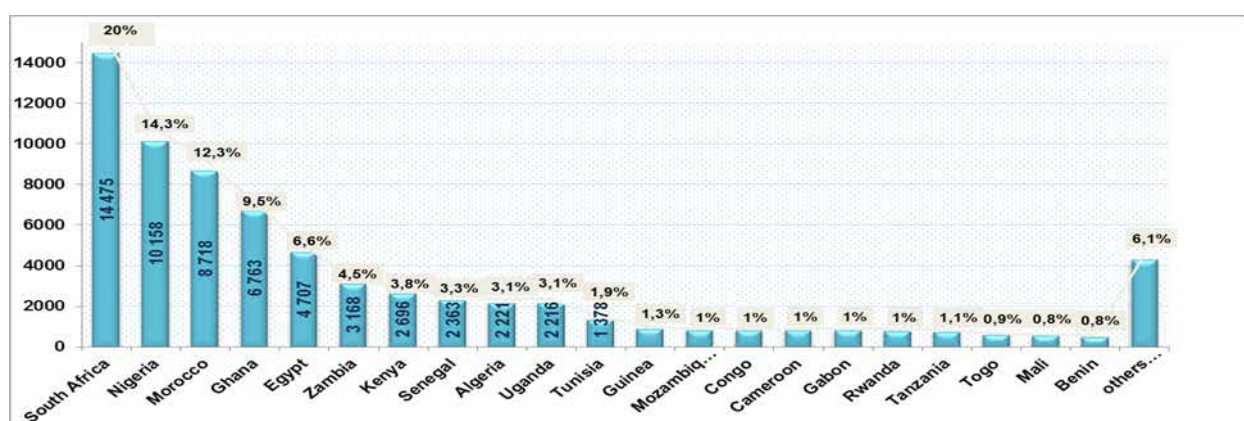


Figure 3: Values (in billions of dollars) and percentage of investments with private participation in Africa by country between 2007-2017

²⁴ The fiscal reform is was discussed during the last ministerial conference of UNECA organized this year and it's considered high on the agenda for sustained finding

²⁵ Major contributions are in South Africa (20.4%), followed by Nigeria (14.3%), and Morocco, which ranks 3rd (12.3%).

Assessment tools for better governance

The assessment of coastal policy implementation offers an indicator of the state of ocean governance. The assessment tools require the identification of the best practices and areas for improvement in two fundamental categories: i. Policy and institutional capacity; ii. The business environment for coastal activities and four “asset” categories:

- water quality;
- minerals and energy;
- land; and living resources
- Fisheries and wildlife management.

However, the assessment tools need to consider SIDS, which have a big and are susceptible to natural disasters, and with limited adaptive capacity.

Strategic goals

The AU Blue Economy development of policies, institutional and governance, employment, job creation and poverty eradication, innovative financing is based on the two aspirations:

- Aspiration n° 1: Prosperous Africa, based on Inclusive Growth and Sustainable Development
- Aspiration n° 2: An Africa as a Strong, United, Resilient and Influential Global Player and Partner

The strategic goals include the following:

- **Goal 1:** To Strengthen Institutions for Policy Environment and Governance to coordinate African BE
- **Goal 2:** To have the African BE accelerates the Economics Transformation
- **Goal 3:** Africa to assume leadership for financing BE development

Each strategic goal divided into specific objectives, which themselves are characterized by several targets.

Summary Table of Strategic Goals

Table 1: Summary of Goals and Objectives

Goals	Goal 1: To Strengthen Institutions for Policy Environment and Governance to coordinate African BE	Goal 2: To have the African BE accelerates the Economic Transformation	Goal 3: Africa to assume leadership for financing BE development
Approach	Integrated and prospective approach to transformed and resilient economies: A Prosperous Africa, based on inclusive growth, sustainable development, innovation and local capacities		
Objectives	1. Fostering coherence in policy practice and harmonisation of regulatory frameworks within and across sectors and levels	1. To assist MS and RECs to mainstream integrated strategies for sustainable and inclusive BE with focus on value chain enhancement	1. develop innovative financing tools and enablers to implement BE strategies at national, regional and continental levels
	2. Capable Institutions to foster inter-sectoral collaboration, implementation and accountability in delivering on Africa's blue economy goals	2. Mainstream relevant mechanism and framework to operationalise AfCFTA and Continental Frameworks	2. Initiate fiscal reform and other incentives to improve financial system and improve PPP and financing (State and non-State).
	3. Enhanced analytical and information support system at all levels for informed decision making and reporting	3. Reinforce BE capacities and accelerate STI	3. Promote the creation of a African Blue business alliance for the health and sustainable use of African Aquatic Ecosystems

Detailed presentation of strategic goals and specific objectives

Table 2: Presentation of objective 1 of Goal 1

Goal 1: To strengthen institutions for policy environment and governance to coordinate African BE		
To align and link to the African Integrated Maritime Strategy (AIMS) and other AU continental frameworks and flagships related to BE.		
To ensure clarity on what addition value current work will bring to existing decisions/frameworks and ensure clear implementation and follow-up action including specifying who is accountable and accordingly collaborate with existing local and international agencies.		
Systematic engagement of all AU policy organs to ensure political legitimacy as well as cost and financing commitments and necessary implementation follow-up action at the different levels (national, regional and continental)		
Objective 1: Fostering coherence in policy practice and harmonisation of regulatory frameworks within and across sectors and levels		
Targets	Actions	Coordinator and Partnership
1.1.1 Existing regional and continental policy frameworks domesticated into national systems and funded by 2028	1.1.1.1 Mapping exercise of policies and regulatory frameworks 1.1.1.2 Develop a formal mechanism for stakeholder consultation (including who is/should be consulted; record of the consultations/outcomes); 1.1.1.3 Consultative engagement with national and regional players and stakeholders (validation and buy-in) 1.1.1.4 Review and align to the AIMS (Consultancy team)	C: AU-IBAR P: REC's, AU, UN, International maritime organization, Gulf of Guinea Commission, MS and the World Bank

Targets	Actions	Coordinator and Partnership
1.1.2 Monitoring and reporting framework operationalised by 2028	1.1.2.1 Mechanism to guide policy coherence and alignment established and operationalized (Policy Handbook; etc....) 1.1.2.2 Organize the First regional and continental reporting (sharing and learning) platform by 2028	C:AU-IBAR P: Member States;AU, UNECA,AFDB and REC's

Table 3: Presentation of objective 2 of Goal 1

Objective 2: Capable institutions to foster inter-sectoral collaboration, implementation and accountability in delivering on Africa's blue economy goals

Targets	Actions	Coordinator and Partnership
1.2.1 Capacity in national and regional structures strengthened to develop and coordinate policy and regulatory framework by 2028	1.2.1.1 Conduct Human and institutional resource needs assessment at all levels 1.2.1.2 Organise responsive human and institutional capacity development programs 1.2.1.3 Legislative drafting for the appropriate regulatory bodies	C:AU-IBAR P: Member States;AU, UNECA,AFDB and REC's
1.2.2 Institutional mechanisms for cross-sector collaboration formalised by 2028	1.2.2.1 Technical Consultations across the lead AU institutions (AUC, AUDA-NEPAD and RECs) and other players including UNESCO, IOC-UNESCO, UNDP, UNEP, FAO, IUCN cross-sector review and harmonisation 1.2.2.2 AUC and AUDA-NEPAD to define and lead process to formalise agreed institutional mechanism 1.2.2.3 Setting up of coordination system at member states level for improved inter-sectoral collaboration	C:AU-IBAR P:AUC, AUDA-NEPAD, RECs, UNESCO, IOC-UNESCO, UNDP, UNEP, FAO, IUCN, MS
1.2.3 Coordination between African states strengthened for common position and voice in international platforms and frameworks	1.2.3.1 Provide mechanism and process to enable Africa engage with one voice in global and international platforms and frameworks	C:AU-IBAR P: Member States, NEPAD,AUC and REC's

Table 4: Presentation of objective 3 of Goal 1

Objective 3: Enhanced analytical and information support system at all levels for informed decision making and reporting

Targets	Actions	Coordinator and Partnership
1.3.1 Continental BE information and knowledge support database established and operational by 2028	1.3.1.1 Identify BE implementation data and information needs and build standard templates for collection	C:AU-IBAR P: Member States;AU, NEPAD, UNECA and REC's
1.3.1 BE research and innovations capacity in Africa's institutions strengthened	1.3.2.1 Re-enforce capacity in scientific, technical, academic and policy institutions for BE implementation 1.3.2.2 Conduct gap-analysis, review and adapt curriculum in learning institutions to cater for BE	C:AU-IBAR P:AUC, NEPAD, RECs, UNEP, Research institutes

Table 5: Presentation of objective 1 of Goal 2

Objective 1 :To assist Member States (MS) and Regional Economic Communities (RECs) to mainstream integrated strategies for sustainable and inclusive BE with focus on value chain enhancement		
Targets	Actions	Coordinator and Partnership
2.1.1 Review existing frameworks for an integrated BE strategy	2.1.1.1 To undertake an a diagnosis analysis of existing framework 2.1.1.2 To identify needs and gaps and to propose intervention areas	C:AU-IBAR P: UNECA, AfDB, WBG and REC's
2.1.2 Design a framework to guide national and regional action plans in the context of the Agenda 2063	2.1.2.1 To develop continental and sub-regional frameworks for an integrated strategy	C:AU-IBAR P: Member States;AU, UNECA, AfDB and REC's
2.1.3 Facilitate roll-out of regional and sub-regional action plans	2.1.3.1 To mobilise technical, human and financial resources for the implementation of national and regional action plans	C:AU-IBAR P: Member States;AU, UNECA, AfDB and REC's
2.1.4 Enhance multi-stakeholders partnerships	2.1.4.1 To assist in the operationalization of multi-stakeholder's platforms.	C:AU-IBAR P:AU, NEPAD, UNECA, AfDB, REC's & Member States

Table 6: Presentation of objective 2 of Goal 2

Objective 2 :Mainstream relevant mechanism and framework to operationalise AfCFTA and Continental Frameworks		
Targets	Actions	Coordinator and Partnership
2.2.1 Instruments and capacities for ensuring accelerated sustainable and an inclusive BE trade are actualised	2.2.1.1 To review/update trade policy development 2.2.1.2 To assess institutional, technical and human capacity needs and gaps for BE trade policy enhancement	C : AU-IBAR P : UNECA, AfDB, REC's
2.2.2 Regional policy framework and action plan for BE trade enhanced	2.2.2.1 To facilitate the formulation of regional and sub-regional policy frameworks, strategies and action plans	C:AU-IBAR P: Member States; UNECA, AfDB, REC's
2.2.3 Facilitation of regional and sub-regional strategies and action plans	2.2.3.1 To facilitate the implementation of regional and sub-regional action plans	C:AU-IBAR P: Member States;AU, UNECA, AfDB and REC's

Table 7: Presentation of objective 3 of Goal 2

Objective 3 : Reinforce BE capacities and accelerate science, technology and innovation (STI)		
Targets	Actions	Coordinator and Partnership
2.3.1 Enhanced capacity building of Multi-stakeholders at multi-layer level	2.3.1.1 Capacity building based on the need assessment	C:AU-IBAR P: NEPAD, AfDB, WB, UNECA, REC's, MS
2.3.2 Effective knowledge and information management	2.3.2.1 To create a BE platform to share information	C:AU-IBAR P: MS, AfDB, UNECA, REC's, FAO
2.3.3 Smart social transformation	2.3.3.1 To ensure high level policy dialogue 2.3.3.2 To establish a BE think-tank 2.3.3.3 To facilitate public agencies, business communities and civil society organisations dialogue through innovative tools and techniques	C:AU-IBAR P: MS, UNECA, AfDB, REC's

Targets	Actions	Coordinator and Partnership
2.3.4 Organisation of continental STI Centres of Excellence	2.3.4.1 To map STI centres of excellence 2.3.4.2 To leverage on specific capabilities for service delivering 2.3.4.3 To network Centres of Excellence	C:AU-IBAR P: MS, UNECA, ADFB, REC's

Table 8: Presentation of objective 1 of Goal 3

Goal 3- Africa takes full responsibility for financing her development
New financial instrument in the blue economy can enhance investment diversification and hence promote resilience. The innovative financial instruments such as blue bonds, debt Swap for Conservation and Climate Change Adaptation and blended finance among others should be explored. However, transparency, accountability, legislation and financial efficiency are critical element in financing.
Objective 1 develop innovative financing tools enablers to advance BE strategies at national, regional and continental level

Targets	Actions	Coordinator and Partnership
3.1.1 Asses innovative financing models and options	3.1.1.1 Conduct a review to determine financing models and the potential for implementation	C:AU-IBAR P:AFDB,WB, GEF, UNECA and REC's
3.1.2 Asses policy and regulatory enablers to advance blue economy strategies at national, regional and global level	3.1.2.1 Determine, at the national and regional levels, the means by which an integrated strategy can be implemented	C:AU-IBAR P: MS;AU, UNECA,AFDB and REC's
3.1.3 Evaluate the financing options that ensure resilience in the blue economy in Africa	3.1.3.1 Conduct a review	C:AU-IBAR P: MS;AU, UNECA,AFDB and REC's
3.1.4 Evaluate the role of government, financial and insurance institutions in the financing of the blue economy	3.1.4.1 Organize a consultative meeting with various stakeholders to identify the role and contribution	C:AU-IBAR P: MS;AU, UNECA,AFDB and REC's
3.1.5 Improve the financing and insurance mechanisms and tools of the BE	3.1.5.1 Develop a policy and regulatory frameworks in the financing and insurance of the blue economy	C:AU-IBAR P:AFDB,WB, GEF, UNECA and REC's

Table 9: Presentation of objective 2 of Goal 3

Objective 2 Initiate fiscal reform to improve fiscal system and local revenue		
Targets	Actions	Coordinator and Partnership
3.2.1 Assessment tax design to ensure appropriate government revenue and adequate incentives for investors	3.2.1.1 Conduct a study and develop scenarios	C:AU-IBAR P: UNECA,WB,AFDB, GEF and REC's
3.2.2 Improve equitable distribution of the revenue generated from the exploitation of oceanic resources	3.2.2.1 Develop a plan for equitable taxation of resource rent and equitable distribution	C:AU-IBAR P: Member States;AFDB, UNECA, REC's
3.2.3 Evaluate the capacity for improved public expenditure management to ensure that volatile and temporary natural resource revenue translates to permanent benefits for the nation and to manage the risk that resource wealth poses to the wider economy	3.2.3.1 Conduct a study	C:AU-IBAR P:AFDB,WB, UNECA, GEF and REC's

Targets	Actions	Coordinator and Partnership
3.2.4 Set up national and regional action plans to improve fiscal system and local revenue	3.2.4.1 Implement national and regional action plans	C:AU-IBAR P:Member States; UNECA, ADFB, REC's

Table 10: Presentation of objective 3 of Goal 3

Objective 3 Promote the creation of a maritime business alliance for the health and sustainable development of African Seas

Targets	Actions	Coordinator and Partnership
3.3.1 Assessment of technologies and business models and innovations needed to promote creation of as maritime business alliance	3.3.1.1 Conduct a study	C:AU-IBAR P : UNECA, AFDB, REC's
3.3.2 Evaluate the mechanisms requested to develop collaboration between business and education institutions at local and regional level to close the skills gap, / develop qualifications to tackle the unemployment challenge and raise the attractiveness of 'blue careers 'among students.	3.3.2.1 organize consultative meetings with stakeholders to determine the role and contribution and develop partnership framework	C:AU-IBAR P: Member States; AFDB, UNECA, REC's
3.3.3 Evaluate the needs and opportunities for creating a cross-sectoral leadership alliance for sustainable development of African maritime regions (Regional Seas Programs, LME)	3.3.3.1 launch a consultative meetings with various stakeholders	C:AU-IBAR P:AU, REC's, GEF, AFDB and UNECA
3.3.4 Evaluate opportunities for innovative business and the steps to creating a maritime business alliance for the health and sustainable development	3.3.4.1 Conduct a study	C:AU-IBAR P: UNECA and REC's
3.3.5 Determine how ocean business community best collaborate with other key stakeholders, e.g. multilateral/ bilateral development assistance, national governments, science institutions, etc.	3.3.5.1 organize consultative meetings with stakeholders to determine the role and contribution and develop partnership framework	C:AU-IBAR P: NEPDA, REC's, GEF, AFDB and UNECA
3.3.6 Set up national and regional action plans to promote the creation of maritime alliance	3.3.6.1 Implement national and regional action plans	C:AU-IBAR P: Member States; UNECA, ADFB, REC's, NEPAD

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