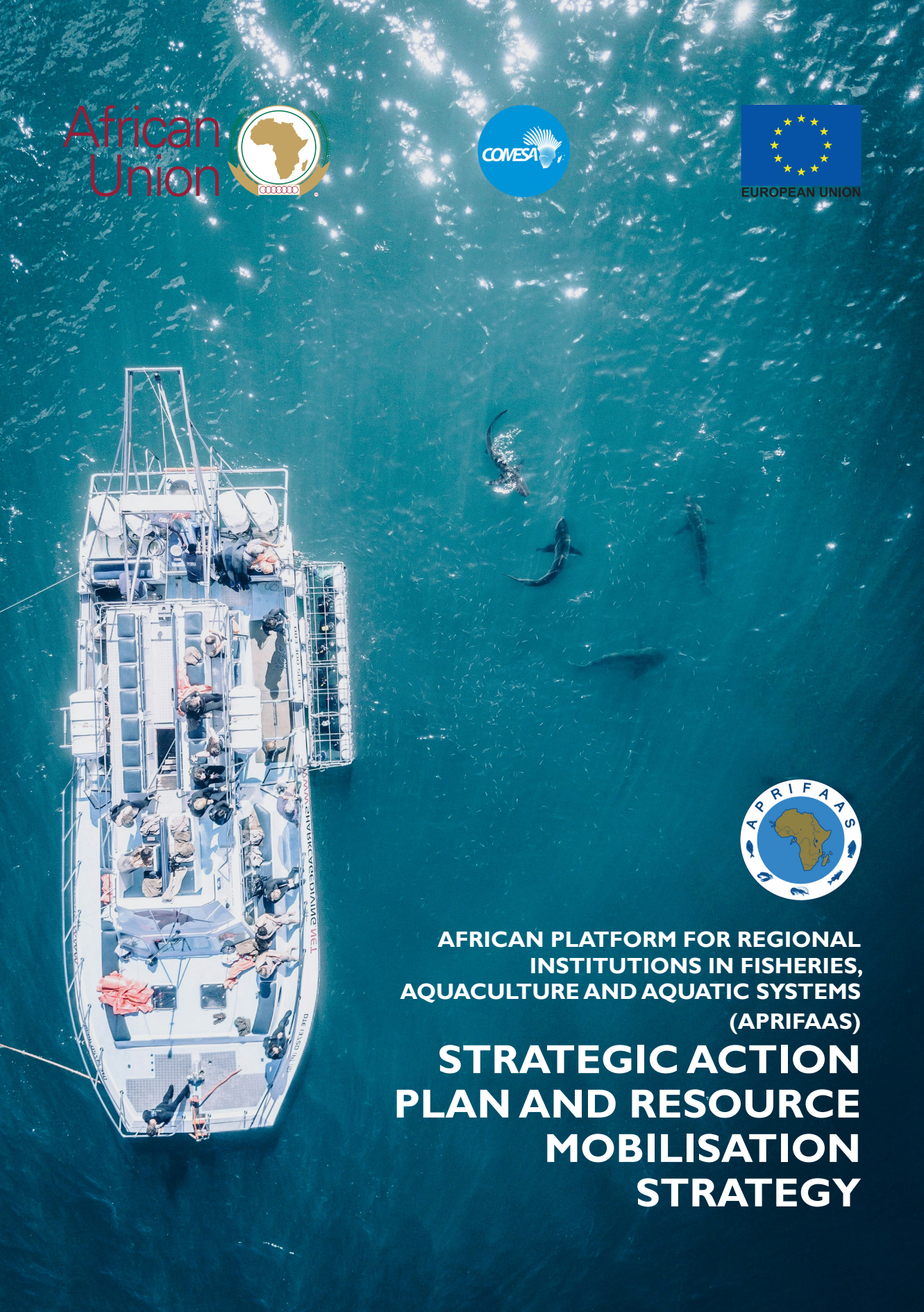


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AFRICAN PLATFORM FOR REGIONAL INSTITUTIONS IN FISHERIES, AQUACULTURE AND AQUATIC SYSTEMS (APRIFAAS)

STRATEGIC ACTION PLAN AND RESOURCE MOBILISATION STRATEGY

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List of Acronyms

ADC	Area Development Committee
AFRM	African Fisheries Reform Mechanism
AfCFTA	African Continental Free Trade Area
AHSG	African Union Heads of State and Government
APRIFAAS	African Platform for Regional Institutions in Fisheries, Aquaculture, and Aquatic Systems
AUC	African Union Commission
AU-IBAR	African Union InterAfrica Bureau for Animal Resources
AVCP	Aquaculture Value Chains for Increased Income and Food Security Project
BMZ	Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung
CAMFA	Conference of African Ministers of Fisheries and Aquaculture
CISANET	Civil Society Agriculture Network
CONGOMA	Council for Non-Governmental Organizations
CoR	Committee of the Regions
DEC	District Executive Committee
DoF	Department of Fisheries
FUM	Farmers Union of Malawi
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IFFNT	Innovative Fish Farmers Network Trust
LUANAR	Lilongwe University of Agriculture and Natural Resources
MoT	Ministry of Trade
MoU	Memorandum of Understanding
NEPAD	New Partnership for African Development
NGO	Non-Governmental Organization
OCA	Organizational Capacity Assessment
OECD	Organisation for Economic Co-operation and Development
REC	Regional Economic Community
RFB	Regional Fisheries Body
SWOT	Strengths, weaknesses, opportunities and threats
ToR	Terms of Reference
VAT	Value Added Tax
VDC	Village Development Committee

Executive Summary

The African Platform for Regional Institutions in Fisheries, Aquaculture, and Aquatic Systems (APRIFAAS), created in 2015, is a dynamic network of specialised regional organisations dedicated to advancing fisheries, aquaculture and ocean governance in Africa. The Strategic Plan was developed through a consultative and participatory process. The process involved the following major activities: - literature review of APRIFAAS key documents, including those of the CAMFA 1 and 2, PFRS, AFRM; review of global literature of theoretical underpins of functional multi-stakeholder platforms with similar functions as APRIFAAS; design of a questionnaire and administrations of such questionnaire among the major stakeholders of APRIFAAS; and facilitation of a three-day strategy development workshop that was held during the 8th APRIFAAS General Assembly, production of draft strategic and resource mobilisation plan document, validation of draft strategic and resource mobilisation plan; and production of final strategic and resource mobilisation plan document.

Situation Analysis: SWOT Analysis

The Situation Analysis included a SWOT Analysis which outlines the current strengths, weaknesses, opportunities and threats of APRIFAAS (Table 1). APRIFASS needs to build on its strengths and opportunities, while minimising the weaknesses and threats to the Platform.

Table 1. SWOT Analysis for APRIFAAS

STRENGTHS	WEAKNESSES
➢ APRIFAAS has seed funding from AU-IBAR ➢ APRIFAAS builds on the strong institutional foundation from its members (RECs, RFBs, Networks etc). ➢ It is recognized by AU ➢ APRIFAAS is dealing with resources which have potential to attract partners/donors to ensure sustainability ➢ APRIFAAS is unique as it has linkages to implementation (via Networks, Member States). ➢ It has ready partners (e.g. FAO, EU).	➢ Absence of a formalised institutional framework prevents binding commitments among member institutions a ➢ Weak continuity in leadership and accountability. ➢ Mandate Overlaps with RECs RFBs leads to inefficiencies, fragmented interventions, and blurred lines of authority.

OPPORTUNTIES	THREATS
➢ Availability of a range of global, continental and regional instruments which demand common platform and Voice. ➢ Potential pool of sources of funds/funders ➢ There are signs of a pool of partners/stakeholders willing to be part of APRIFAAS ➢ Pool of existing policy and strategies lessons which can be shared and scaled up.	➢ Donor-dependent ➢ Current low level of allocation to fisheries by Multilateral and Bilateral donors might affect funding for APRIFAAS ➢ Poor lessons on uptake of governance and institutional reforms. ➢ Poor evidence of inter-sessional interaction among members.

Vision

To be the premier platform for inclusive regional coordination and systemic information exchange, driving positive social impact and fostering transparency and accountability across the continent's fisheries, aquaculture and aquatic systems.

Mission statement

To foster inclusive regional coordination and systemic information exchange among diverse regional stakeholders to support the execution of key policy frameworks and reform strategies for fisheries and aquaculture in Africa.

Goal

To foster collaboration, sharing knowledge, and advocating for policy reforms among regional fisheries, aquaculture, aquatic systems institutions in order to drive positive change in these sectors across Africa.

Strategic Pillars, Themes, Objectives And Activities

The Strategic Plan has six strategic areas, goals, and expected outcomes. The Strategic Plan combines the Two-Year Action Plan (2025 / 2026), that was agreed upon during the APRIFAAS Executive Board Meeting that was held in Naivasha, Kenya from 28th to 29th July 2025.

Strategic Area 1: *Coordinate and facilitate the systematic exchange of information between regional fisheries, aquaculture and aquatic institutions, henceforth referred to as 'stakeholders' across the continent.*

Goal 1: To increase coordination and systematic exchange of information among Africa's regional fisheries, aquaculture and aquatic institutions.

Expected Outcome: Effective coordination and exchange of information for successful and timely accomplishment of shared goals and strategic objectives.

Strategic Area 2: *Improve dialogue among stakeholders.*

Goal 2: To Improve dialogue among APRIFAAS stakeholders.

Expected Outcome: Structured multistakeholder dialogue enhance stronger relationship, deeper understanding, and shared decision-making.

Strategic Area 3: *Coordinate and facilitate the elaboration of harmonised work programme*

Goal 3: To strengthen capacity of APRIFAAS members to form harmonised approaches to facilitate fisheries governance and AfCFTA.

Expected Outcomes: Harmonised work programmes increase efficiency, consistency, comparability of data, and better-informed decision-making across members of the Platform.

Strategic Area 4: Strengthen the capacity of the African continent to speak with one voice on fisheries and aquaculture matters in regional, continental and international fora and in dialogue processes with partners.

Goal 4: *To strengthen the capacity of African stakeholders to promote a coherent 'African voice' in international policy fora related to fisheries governance, trade, aquatic food systems and blue economy.*

Expected Outcome: a unified voice enhances clarity, increased credibility and trust, and improved efficiency in achieving shared African common voice in global fora.

Strategic area 5: *Monitor and coordinate the evaluation and implementation of the harmonised work programme.*

Goal 5: To monitor records from regional strategy for fisheries, aquatic systems, blue economy and evaluate the wider accountability mechanisms of stakeholders.

Expected Outcome: Timely data, identification of best practices, and ensuring lessons learned are used to improve future operations and strategies, improve APRIFAAS performance and accountability.

Strategic Area 6: *Enhance governance and Institutional sustainability of APRIFAAS.*

Goal 6: To operationalise AFRIPAAS's transformation into a modern, results-based and financially sustainable coordination platform.

Expected Outcome: Effective organisational reforms promote a stable, result-based and financially sustainable coordination platform.

Implementation, Monitoring and Evaluation

APRIFAAS as a continental network of specialised regional organisations dedicated to advancing fisheries, aquaculture and ocean governance in Africa, achieves its mandate by supporting its member organisations to define common areas and programmes that help them strengthen institutional collaboration. In this regard, APRIFAAS delivers its mandate through these Regional Organisation. The strategic plan is designed in such a way as to ensure an effective link between continental and global policy discourse and programme implementation with regional policy and strategy priorities in order to guarantee coherence and consistence with the sustainable development of the aquatic sector.

Monitoring and Evaluation

In line with AU-IBAR's Strategic Plan (2024-2028), APRIFAAS Monitoring, Evaluation, and Adaptive Management (MEAM) framework is designed to provide structured oversight, accountability, and adaptive capacity for the Strategic Plan (see Table 2 below). All indicators are baselined at 2024/2025, however, APRIFAAS Bureau will prepare annual work plans that will provide clear baselines and concrete indicators, as deeded technically and financially feasible. The M&E allows the Platform to track progress, assess results, feed into strategic adjustments, in order to allow the Platform to learn from outcomes and adapt actions to attain effectiveness. This way, APRIFAAS will be able to integrate its operations with knowledge-driven insights to guide decision-making process and facilitate continuous alignment with PFRS and AFRM.

Institutional and Implementation Arrangements

The 2025-2030 Strategic Plan has a clear institutional and implementation arrangement in order for it be an effective tool for the operation of APRIFAAS. An effective strategy implementation needs a clear institutional arrangement; and APRIFAAS has four pillars, namely:

a. Governance Structure
b. Management Structure
c. Perational Structures and
d. Beneficiaries.

According to the APRIFAAS Rules of Procedure that were agreed upon during the July 2015 Cote d'Ivoire meeting, the Platform is composed of the following:

1. The General Assembly
2. The Bureau
3. The Secretariat

Table 2: *Five-Year Action Plan for APRIFAAS 2025 - 2030*

Core Function / Objective	Strategic Objectives	Timeframe	Estimated budget
			Amount (US$)
1.0 Coordinate and facilitate the systematic exchange of information between regional fisheries, aquaculture and aquatic institutions, henceforth referred to as 'stakeholders' across the continent	1.1 To strengthen strategic partnerships among River Basin Organizations (RBOs), Regional Economic Communities (RECs), research institutions, and private sector actors	Dec 2027	3000
	1.2 To foster innovation and investment in sustainable fisheries and aquaculture	June 2028 & ongoing	6,000
	1.3 To streamline coordination roles of APRIFAAS as well as synergies of RECS & RFBs.	June 2027	3,000
	1.4 To promote harmonised calendars of events, and joint planning of common activities and share information widely.	Ongoing and Continuous	2,000
2.0 Improve dialogue among stakeholders.	1.1 To create a single interoperable platform for stakeholder engagement.	Nov 2027	3,000
	2.2 To enhance stakeholder engagement and multi-sectoral collaboration.	By Dec 2027	10,000
	2.3 To **e**xpand partnerships among private sector actors, research institutions, and local communities.	Nov 2027 Nov 2028	50,000
	2.4 To enhance policy dialogue and knowledge exchange on sustainable fisheries and aquaculture governance.	Ongoing Nov 2025 & 2026	100,000

Core Function / Objective	Strategic Objectives	Timeframe	Estimated budget
			Amount (US$)
3.0 Coordinate and facilitate the elaboration of harmonised work programme	3.1 Develop a five-year strategic action plan; resource mobilization strategy and M&E Framework for the APRIFAAS and roll it out for implementation.	Nov 2025	50,000
	3.2 To provide evidence-based inputs to continental frameworks.	Nov 2027 Dec 2026	5000
	3.3 To support member institutions to harmonise regional policies and basin-wide fisheries and aquaculture management approaches.	Dec 2028	4000
	3.4 To adopt "one-stop-shop" models of regional interoperable platform	June 2027	-
4.0 Strengthen the capacity of the African continent to speak with one voice on fisheries and aquaculture matters in regional, continental and international fora and in dialogue processes with partners	4.1 To enhance policy influence in global for a by aligning closely with continental frameworks, such as the African Continental Free Trade Area (AfCFTA) agenda, among others.	Dec 2027 Dec 2028 Ongoing/ continuous	60,000
	4.2 To enhance joint advocacy campaigns to boost recognition of APRIFAAS' impact	Dec 2028	20,000
	4.3 To promote capacity building and youth engagement to drive inclusive and adaptive growth in Africa's aquatic systems.	Dec 2028	40,000
	4.4 To enhance technical, managerial, and operational capacities of national agencies to implement fisheries management measures (e.g. ecosystem-based) and climate-smart approaches.	Dec 2030	70,000

Core Function / Objective	Strategic Objectives	Timeframe	Estimated budget
			Amount (US$)
5.0 Monitor and coordinate the evaluation and implementation of the harmonised work programme.	5.1 To enhance visibility and communication through digital platforms, knowledge products.	June 2028	20,000
	5.2 To support RBOs, RFBs and Fisheries Organizations to implement effective monitoring, control, and surveillance to address IUU fishing.	Dec 2029	60,000
	5.3 To enhance sharing of information, including best practices, across the continent	Dec 2030	50,000
	5.4 To formalise the institutional framework for binding commitments and accountability.	Dec 2028	-
6. Enhance governance and Institutional sustainability	6.1 To undertake institutional reforms to strengthen governance and sustainability.	Dec 2028	80,000
	6.2 To formalise APRIFAAS institutional framework for enhanced continuity and accountability.	June 2028	-
	6.3 To strengthen institutional linkages and align regional initiatives to PFRS.	Mar 2028 & ongoing	30,000
	6.4 To put in place measures to enhance financial sustainability.	June 2029	60,000
Grand total			**720,000**

Resource Mobilisation Strategy (RMS).

The success of the APRIFAAS Strategic Plan will depend, to a great extent, on an innovative progressive and forward-looking resource mobilization and fund-raising approach. APRIFAAS will needs an estimated total of US$720,000 to implement the Strategic Plan over the period of five years (see Table 2).

Major Thrusts of the Resource Mobilisation

The RMS will provide guidance on two major thrusts, namely:

a. Packaging and marketing of APRIFAAS Value Proportion: APRIFAAS needs to develop a Communication Strategy that clearly outlines and markets the value-add of the institution. There will be a need for an aggressive Marketing campaign to potential partners on the continent and beyond.
b. Partnership Building: APRIFAAS will need to identify and engage potential financing partners. These partners should be those that are willing to provide funding for specific services and activities. They may include traditional donors (e.g. Norway, Germany, Sweden, UK etc); and well as non-traditional donors, including the private sector.

Key Elements of the Resource Mobilization

APRIFAAS should be aware of the main elements of the RMS and define clearly how they affect the process of mobilising resources. The key elements include the following:

a. Finance and Resource Mobilisation (FRM): the preference should be on FRM rather than the narrow focus on "fundraising". Fundraising tends to limit the focus to cash, while resource mobilisation opens the scope for technical assistance.
b. "Finance": traditionally understood as funding.
c. "Resources" : APRIFAAS should aim to mobilise resources, broadly; and these include (i) human resources to support APRIFAAS work, (ii) goods, including materials that might be donated to APRIFAAS to deliver on its activities; and (iii) services, where partners contribute services to support APRIFAAS undertake its programmes.
d. "Resource partner": APRIFAAS should, in addition to "donors", be open to receive support in form of partnership, based on value proportion of such partnerships.
e. "Strategic Alliance": relationships among resource provider and programme implementer.

APRIFAAS should explore opportunities for resource mobilisation among the philanthropies that have propensity for funding fisheries development. These philanthropies include the Oak Foundation and PEW Charitable Trust. Table 3 below shows an example of matching of APRIFAAS Strategic Plan with potential sources of funding and partnership.

Table 3. *Matching APRIFAAS Strategic Actions with Potential Sources of Funding and Partnerships*

Strategic Area	Funding Source	Funder's Interest	Potential Topic
Coordinate and facilitate the systematic exchange of information	• EU • NOAA-Saltonstall-Kennedy Grant • Corporate Social Responsibility-Pvt • Seafood Watch Program • Producer Organisations	• Economic viability of fisheries • Sustainable seafood sourcing • Market access • Tech transfer & knowledge sharing	Digital Platforms to Bridge the High Seas Treaty Knowledge Gap Support Coffee farmers to Understand & Navigate EU regulations on deforestation-free value chains
Improve dialogue among stakeholders	EU Govt Grants (NORAD, BMZ-GIZ	• Sustainable fisheries & aquaculture. • Healthier ecosystems & resilient communities	Reducing Corruption to Build Strong Fish-Dependent Communities
Coordinate and facilitate the elaboration of harmonised work programme	FAO GEF WTO	• Stakeholder engagement & collaboration • Support Govts reduce harmful subsidies	Innovative Solutions to Reduce Harmful Subsidies
Strengthen the capacity of the African voice	EU, DFIs (AfDB, IFAD, World Bank)	Research, infrastructure & community engagement	Youth/Women-Led Fish Processing Innovations for Climate Adaptation
Monitor and coordinate the evaluation and implementation of the harmonised work programme	Impact Investors Private Foundations (Packard Foundation; Walton Family Foundation, Oak Foundation) Blue Bonds	• Sustainable Development • Sustainable Fishing practice	Building Sustainable Fishing Practices to Reduce Emissions
To operationalise AFRIPAAS's transformation	EU Plastic Treaty	Tech transfer & knowledge sharing	Combating Plastic Pollution in African Aquatic Ecosystems through Circular Economy Model


FUNCHAL
JOSE

1.0 Introduction

1.1 Background

The African Platform for Regional Institutions in Fisheries, Aquaculture, and Aquatic Systems (APRIFAAS) is a dynamic network of specialised regional organisations dedicated to advancing fisheries, aquaculture and ocean governance in Africa. APRIFAAS, created under the auspices of the African Fisheries Reform Mechanism (AFRM). The process to establish APRIFAAS was conducted over a period of time and through a series of consultative meetings that culminated into the 2015 endorsement. The Africa Fisheries Reform Mechanism (AFRM) was endorsed by AHSG in 2014 and forms the platform for promoting and building continental capacity for the implementation of the PFRS (see Figure 1).

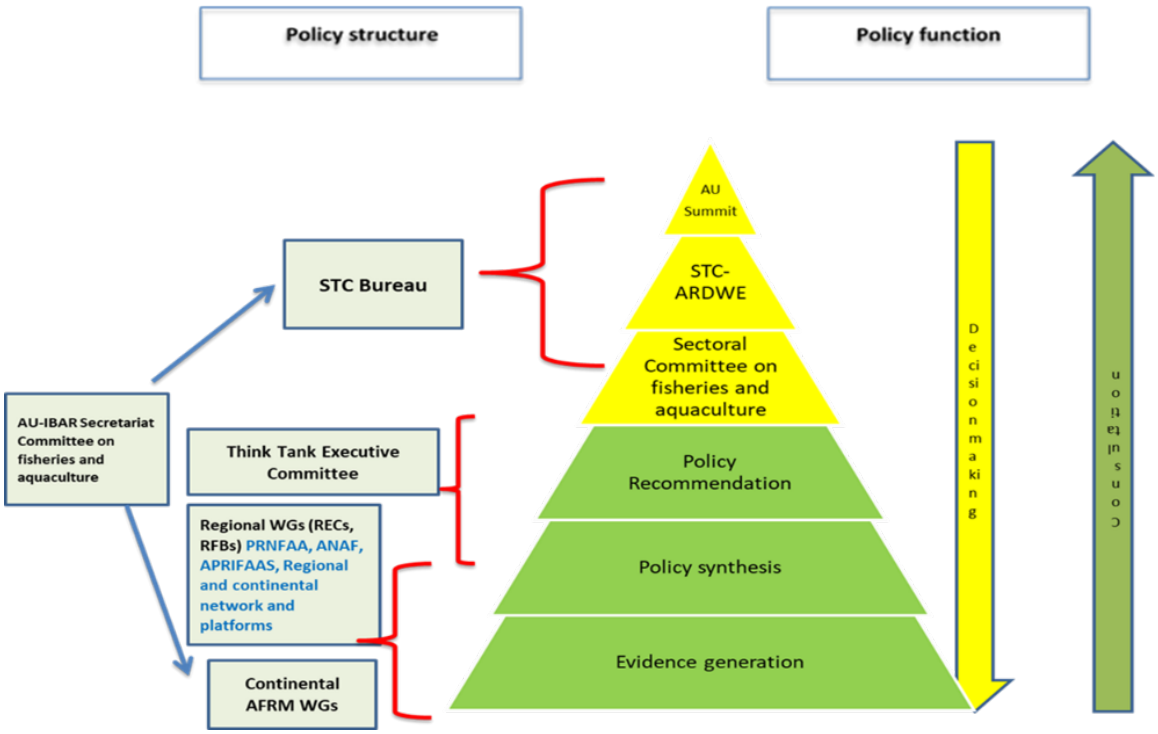


Figure 1. *The Africa Fisheries Reform Mechanism (AFRM) (African Union 2019)*[1].

The AFRM provides space for engaging Non-State Actors (NSA's) as partners across all stages of policy-dialogue in order to achieve participatory decision-making and equity as is emphasised by both the PFRS and CAADP. APRIFAAS brings together a diverse group of

[1] *African Union. 2019. Decision on the Report On the Institutional Review of the African Fisheries Sector Reform Mechanism (AFRM). Report and Recommendations of Senior Officials of the 3rd Ordinary Session of the Specialized Technical Committee (STC) on Agriculture, Rural Development, Water and Environment. 21-25 October 2019. Addis Ababa, Ethiopia. STC3/ARDWE/EXP*

regional institutions, including Regional Economic Communities (RECs), Regional Fisheries Bodies (RFBs), Regional Fisheries Management Organisations (RFMOs), Conventions, and Commissions, among others, who are committed to the sustainable development of aquatic resources on the continent (AU-IBAR 2015)[2]. The platform also avails an opportunity to observers such as the African Women Fish Processors and Trade Network (AWFISHNET), African Fisheries Professionals Network (AFRIFISH-NET), United Nations (UN) Agencies, regional European Union (EU) Projects, Development and financial partners, among others, to support the strategic transformation of the fisheries, aquaculture and aquatic sectors. The Platform is an informal, non-decision-making platform that promotes the systematic exchange of information between regional organisations and international partners, contributing to the sustainable management of fisheries and aquaculture resources in Africa and availing a unified African voice in international forums.

The September 2010 first Conference of African Ministers of Fisheries and Aquaculture (CAMFA 1) set the tone for the establishment of APRIFAAS by urging Member States, the Regional Economic Communities (RECs) and Regional Fisheries Bodies (RFBs) to (1) strengthen, monitor, control, and undertake surveillance as well as foster regional cooperation, and (ii) develop mechanisms which effectively strengthen south-south cooperation in fisheries at all relevant levels, with a view to increasing coherence in best practices among Member States (African Union 2011)[3]. Furthermore, the 2014 AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture resolved to undertake reforms to address governance of fisheries and aquaculture and develop institutions that lead to sustainable fisheries and aquaculture in line with the AU policy framework and reform strategy for fisheries and aquaculture (PFRS) (African Union 2014)[4].

The African Platform for Regional Institutions in Fisheries, Aquaculture, and Aquatic Systems (APRIFAAS) has made significant contributions towards ensuring that the fisheries and aquaculture policies in Africa are aligned with the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa (PFRS) and coordinated across continental, regional, and national levels. This objective is crucial for maintaining healthy and resilient marine, coastal, and freshwater ecosystems, especially in the face of climate change.

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[2] *AU-IBAR. 2015. Report On the Validation Of Rules Of Procedures For African Platform For Regional Institutions For Fisheries, Aquaculture And Aquatic Systems (APRIFAAS). 11th JULY 2015. Abidjan, Cote D'Ivoire.*

[3] *African Union. 2010. DECISION ON THE REPORT OF THE FIRST CONFERENCE OF AFRICAN MINISTERS OF FISHERIES AND AQUACULTURE (CAMFA) Doc. EX.CL/627 (XVIII). African Union (AU), EX.CL/Dec.614(XVIII).*

[4] *African Union. 2014. Resolutions of the AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture. 01-02 May 2014, Addis Ababa, Ethiopia.*

The PFRS recognises the importance of building appropriately integrated and iterative systems of governance, both nationally and internationally; however, it also laments the fragmented and/or incoherent fisheries governance outcomes that is caused by "siloed" nature in which RECs and RFBs operate (AUC-NEPAD 2014). The PFRS further concedes that many countries do not seem to take advantage of regional cooperation as an opportunity to mutually enhance their capacity in specific areas and to strengthen relationships, promote integrated management, sustainable development and protect shared resources (AUC-NEPAD 2014). To address these challenges, Policy Arana No. 5 of the PFRS aims to strengthen South-South (bilateral and regional) cooperation, and develop coordinated mechanisms among RECs, RFBs and LME-based commissions to ensure coherence of fisheries policies and aquaculture development and their adoption and adaptation. It is on this basis that APRIFAAS was established in 2015.

So far, the APRIFAAS has delivered positive outputs, including (a) organizing seven Consultative Meetings of regional institutions; (b) strengthened synergies and linkages among African regional institutions; and (c) integrated such thematic focus as small-scale fisheries, blue economy, environmental management, as well as coordinated implementation of global instruments related to aquatic biodiversity conservation and ecosystems. However, the recent Seventh General Assembly in Morocco, identified the absence of a Strategic Action Plan and Resource Mobilisation Strategy (RMS) as one of the key gaps that were to guide the achievement of the desired goals and objectives of the platform.

2.0 Rationale

2.1 Theoretical Underpinning and Importance of Strategic Plan in Public Institutions

Through various stakeholder consultative meetings, spanning a long period of time, representatives of the regional fisheries and aquaculture institutions recognised that the absence of an overarching platform, at African Union level, was a major hindrance to building and strengthening collaboration amongst these institutions in Africa (AU-IBAR 2015)[5]. According to Kaphale, et al. (2024)[6], strategic plans have been central to several public sector reform efforts. The public institutional governance theory (or organisational theory) fits the development of the APRIFAAS strategic plan is the "Principle-Agent Theory". Eisenhardt (1989)[7] states that the focus of the principal-agent theory is on determining the optimal contract, behaviour versus outcome, between the principal and the agent. Cheshire et al (2017)[8] state that principal-agent theory is a contractual and governance theory which sets out a fiduciary relationship between the principal and the agent. In this case, the shareholders of the public organisation (i.e. APRIFAAS) are taken as principals, and they appoint directors (i.e. the Executive Committee of APRIFAAS) to act as 'agents' to run the affairs of the public organisation (i.e. APRIFAAS) on trust.

It is imperative in this regard for APRIFAAS as a public institution, to have a strategic plan. In a survey conducted by the OECD and Committee of the Regions (CoR) in 2015, poor strategic planning was identified as one of the most important challenges causing poor public investment (OECD-CoR, 2015)[9]. Furthermore, good strategic planning has been reported to be the pre-condition for the involvement of external stakeholders and private actors in public development programmes (OECD, 2014)[10]. Consequently, many public sector organisations have been engaging in development of strategic plans as a way to improve their service delivery to their clients (Kimuyu 2011)[11].

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[5] *AU-IBAR. 2015. Report On the Validation Of Rules Of Procedures For African Platform For Regional Institutions For Fisheries, Aquaculture And Aquatic Systems (APRIFAAS). 11th JULY 2015. Abidjan, Cote D'Ivoire.*

[6] *Kaphale, J.C., Kayuni, H. and J. Sankhulani. 2024. Demystifying Strategic Planning and Performance in Public Organisations in Malawi. MJSS Vol. 23, Issue 1, May 2024*

[7] Eisenhardt, K. 1989. Agency Theory: An Assessment and Review. Academy of Management Review, Vol. 14, No. 1, pp. 57-74

[8] *Cheshire, M. Fifoot, D. & M. Furmston. 2017. Law of Contract. Butterworths. UK*

[9] *OECD-CoR. 2015. Results of the OECD-CoR Consultation of Sub-national Governments—Infrastructure planning and investment across levels of government: current challenges and possible solutions, Committee of the Regions of European Union and OECD, https://portal.cor.europa.eu/europe2020/pub/Documents/oecd-cor-jointreport.pdf.*

[10] *OECD. 2014. Recommendation of the Council on Effective Public Investment Across Levels of Government, OECD Publishing, http://www.oecd.org/regional/regional-policy/Principles-Public-Investment.pdf.*

[11] *Kimuyu, K. (2011), The Challenges facing implementation of strategic plans in the Public Sector. A Case of Kenya National Bureau of Statistics. Nairobi. Nairobi Press.*

Further to being used as a tool to improve service delivery in most organisations, a strategic plan is also an indicator of top management's commitment to developing and implementing coherent and comprehensive organisational strategies and a key for promoting inclusive public management in a democratic society and a way of creating public value (Kaphale, et al. (2024). Bryson (2018) further reported that it is through strategic plans that an organisation can predict changes in the environment and act proactively. Therefore, for APRIFAAS to optimise its institutional potential, it is important that it puts in place a strategic plan that is tailored, result-oriented, realistic, forward-looking and coherent with development objectives its members. It is under these circumstances that this consultancy is being justified. A strategic plan will enable APRIFAAS to ensure that the risks that might cause misalignment of APRIFAAS's activities with strategic objectives does not arise.

3.0 Strategy Development Process.

Development of the Strategic Plan was done through five interrelated phases, each of which constituted a number of steps in the development of the Strategic Plan, Monitoring and evaluation Framework and Resource Mobilisation Strategy. This five phase-process was guided by the procedures as outlined in the UNDP Strategic Planning Manual (UNDP 2010)[12] and OECD multilevel governance manual (2020)[13]. Below are details of the procedure:

Phase 1: Literature review, stakeholder mapping and inception report.

a. Literature review: entailed review other relevant APRIFAAS' organisational policies; APRIFAAS Governance instruments, relevant documents such as AU PFRS and the African Fisheries Reform Mechanism (AFRM), CAMFA I and II reports, ABES and CAADP; policy framework documents of APRIFAAS members, approaches to its work and implementation plans. This literature was reviewed in order to ascertain APRIFAAS' position in the sector and devise a way on how APRIFAAS can add value to ongoing initiatives in the sector in the regions, the continent and in global policy discourses. The results of the literature review are included in sections 1 (Background), 2 (Rationale) and other sections where relevant.
b. Stakeholder mapping: APRIFAAS has a large stakeholder base, some of these include RECs, RFBs, RFMOs, continental networks, fisher and fish farmer organisations, the private as well as the public sectors (Ministries, Departments and Agencies (MDAs) of Member States that are responsible for fisheries, aquaculture, environment and

[12] *UNDP. 2010. Strategic Planning Manual. United Nations Development Programme (UNDP) "Strategic Planning and Policy Development" programme. in Bosnia and Herzegovina, Sarajevo.*

[13] *OECD (2020), Strengthening Governance of EU Funds under Cohesion Policy: Administrative Capacity Building Roadmaps, OECD Multi-level Governance Studies, OECD Publishing, Paris, https://doi.org/10.1787/9b71c8d8-en.*

blue economy). As part of the process of developing the Strategic Plan, Stakeholder Identification and Mapping was undertaken (see Table 4). Stakeholder Mapping is necessary in informing the development of the Work Plan and the Monitoring and Evaluation Framework. Stakeholders have been grouped according to (i) the different levels at which APRIFAAS engages them; and (ii) the roles they play in the work of APRIFAAS.

Table 4. *Stakeholder Mapping*

Stakeholder Level of Engagement	**Stakeholder Roles**
Level 1 : Unaware Stakeholders	• Unaware of APRIFAAS • Not clear on APRIFAAS implications • Unaware of what APRIFAAS may impact
Level 2: Resistant Stakeholders	• Know about APRIFAAS • Know of APRIFAAS impact • Sceptical or oppose to APRIFAAS • Don't support APRIFAAS goals & processes
Level 3: Neutral Stakeholders	• Aware of APRIFAAS • Don't feel strongly about it • Neither for nor against
Level 4: Supportive Stakeholders	• Know about APRIFAAS • Have a positive attitude towards it • Supportive • Support its goals and work • Willing to get behind it
Level 5: Leading Stakeholders	• Aware of APRIFAAS • Actively involved • Champion APRIFAAS to others • Regularly take steps towards its success.

The importance of Level 1 (Unaware Stakeholders), Level 2 (Resistant Stakeholders), and Level 3 (Neutral Stakeholders) was discussed during the Entebbe, Uganda 8th Annual Assembly (11-13 November 2025) so that APRIFAAS can engage these stakeholders (particularly Level 2) in order to identify potential risks, mitigate conflicts, and prevent the Strategic Plan from failing due to opposition or sabotage. Levels 1 and 3 stakeholders may also act as a rich reservoir of potential support base which APRIFAAS can tap and convert into supporters for the Strategic Plan as well as potential future members of the Platform.

Phase 2: Stakeholder Consultations to ensure that the APRIFAAS reflects the aspirations of the major stakeholders.

The consultant consulted selected key stakeholders of APRIFAAF, these were identified by AU-IBAR; and they included RECs, RFBs, RFMOs, continental networks, fisher and fish farmer organisations, the private as well as the public sectors (Ministries, Departments and Agencies (MDAs). The consultant used different methods to collect data from the stakeholder consultants, and these included quantitative and qualitative methods, by use of a questionnaire that was circulated the stakeholders; and the workshops (during the 8th General Assembly Of APRIFAAS that was held in Entebbe in November 2025). The stakeholder map in Table 5 below shows who these stakeholders are and their potential responsibilities in the implementation of the Strategic Plan. These stakeholders are mainly those in Levels 4 and 5.

Table 5. *Stakeholder Mapping*

Stakeholder	Stakeholder Roles
RECs	• Alignment to regional protocols and priorities. • Coordination and support of regional and national APRIFAAS initiatives • Support regional level data collection, management and M&E
RFBs, RFMOs, Lake/River Basin Commissions	• Alignment to Basin strategies and priorities. • Support Basin level data collection, management and M&E
Development Partners (e.g. EU, NORAD, SIDA etc)	Funding/ resourcing support
AUDA-NEPAD; AU-IBAR; Economic Development, Tourism, Trade, Industry, Mining (ETTIM)	• Provide alignment to PFRS, AFRM & ABES, African Integration and Development Review, Illicit Financial Flows, African Economic and Monetary Union. • Provide linkage to the Networks Platforms. • Support with communication & visibility • Support with reporting and dissemination of information
AUC-ARBE	Provide linkages to AUC Strategic Plan & other Strategies e.g. Kampala CAADP Strategy & Roadmap; Agenda 2063 Components, etc
Technical Partners (e.g. FAO, UNIDO etc)	• Funding/ resourcing support • Collaboration in implementation of interventions
Networks & Centre of Excellence (e.g. AWFISHNET, AFRIFISHNET, PRNFAA)	• Alignment of goals and outcomes • Provide linkage to grassroots needs. • Share knowledge / experiences and harmonise approaches

4.0 Diagnosis – Situation Analysis

Under situation analysis, a number of answers to the question "where is APRIFAAS now?" and where does the institution want to be?", were explored.

4.1 Current Issues

The following issues were extracted from the responses of the questionnaire (see the copy of the questionnaire in Annex 1):

- Implement policies, strategies and regulatory frameworks are not to the required level
- Policies, strategies and legislation frameworks in some Member States are not fit-for-purpose to address current and emerging development needs.
- The co-management of fisheries and aquatic resources (Government and community-based organizations) is not being handled to the required level—it is not coordinated among and between neighbouring countries
- Limitation in using regional level provisions of policies and regulatory frameworks-Regional and continental free trade area; the use of RECs simplified trade regime;
- The IUU issues and less application of regulatory frameworks; rental of flagship to fishers of other continent and countries
- Policy fragmentation and weak governance leading to overfishing and detrimentally affecting food security and incomes for fish-dependent communities; and inequality.
- Lack of harmonised calendars of events, and joint planning of common activities.
- Capacities in controlling transboundary diseases and transboundary ecological damages.
- Inadequate data reduce investor confidence in fisheries and aquaculture, constraining development of modern value chains and sustainable blue economy initiatives.
- Environmental degradation and climate change (droughts, floods, habitat loss) exacerbate economic insecurity for fish-dependent populations, and undermining resilience.
- Regional disparities, and lack of intra-regional APRIFAAS Platform.
- Some Member States not fully domesticating regional policies, and countries not fully implementing regional commitments.
- Donor-reliance undermines institutional ownership and limits long-term planning.
- Lack of formalised institutional framework limits binding commitments and accountability.

4.2 Past work of APRIFAAS

Analysis of reports of the various past meetings of APRIFAAS revealed a range of resolutions and decisions the organisation had made. These are summaries in Table 6 below.

Table 6. *Resolutions and Decisions of APRIFAAS as Reported in Minutes and Declarations*

Report	Date	Venue	Key Recommendations
REPORT ON THE VALIDATION OF RULES OF PROCEDURES FOR AFRICAN PLATFORM FOR REGIONAL INSTITUTIONS FOR FISHERIES, AQUACULTURE AND AQUATIC SYSTEMS (APRIFAAS)	11th July 2015	Abidjan, Cote D'Ivoire	The major outcome of this meeting was the validation of the draft Rules of Procedure for APRIFAAS with amendments and constitution of the Bureau. In conclusion, the delegates welcomed the new bureau and wished them success in ensuring the platform becomes operational and effective. the Platform was established as a mechanism to strengthen regional institutional coordination and collaboration with respect to fisheries and aquaculture development matters in Africa. The specific functions of this platform are to: • Coordinate and facilitate systematic exchange of information between regional fisheries, aquaculture and aquatic institutions, across the continent; • Improve dialogue between stakeholders; • Coordinate and facilitate the elaboration of harmonized work programme; • Strengthen the capacity of the African continent to speak with one voice on fisheries and aquaculture matters in regional, continental and international fora and in dialogue processes with partners; and • Monitor and coordinate evaluation and implementation of the harmonized work programme.

Report	Date	Venue	Key Recommendations
RECORD OF THE 2ND SESSION OF THE GENERAL ASSEMBLY	13th - 15TH Sept. 2017	ACCRA, GHANA	The meeting noted that the primary source of funds for APRIFAAS activities is that from the African Union Commission, Funding needs to be supplemented with funds from other sources. It was suggested that each member of APRIFAAS should include platform coordination in its annual budget for APRIFAAS related activities. The Rules of Procedure of APRIFAAS noted that each member of APRIFAAS should fund its activities from own budget. However, it was pointed out that this rule would lead to premature death of the platform. The meeting recommended RECs include a budget for participation of APRIFAAS members in their respective sub-regions, While African Union Commission should fund APRIFAAS meetings. AU-IBAR was requested to fund the 3rd General Assembly of APRIFAAS with FishGov funds.
The Consultative Meeting to Validate the Terms of Reference and Rules of Procedure for RFBs and Establishment of a Continental Platform for Regional Fisheries Bodies in Africa	22nd – 24th April 2015	Cotonou, Benin	The Terms of Reference for the establishment of a continental platform for RFBs was adopted for operationalization. Platform for Regional Institutions for Fisheries, Aquaculture and Aquatic Systems (AFRIPAS) was duly established AU-IBAR, ECOWAS, SRFC and FCWC requested to develop a roadmap leading to signing of Memorandum of Understanding.

Report	Date	Venue	Key Recommendations
Fifth General Assembly and Bi-Annual Meeting Of The Africa Platform For Regional Institutions In Fisheries, Aquaculture and Aquatic Systems (APRIFAAS)	27 - 28 October 2022	Rabat, Morocco	Fish Gov2 should endeavour to hold project meetings specifically in islands states of the African Union in order to strengthen institutional collaboration To strengthen Common African position in global policy discourses. It was recommended that more efforts need to be directed to encourage the AU member states to participate in global fora. RFBs and RECs should create awareness on importance of global instruments There are benefits accruing from active participation in global instruments such as access to research funds, that could fill the research gap existing on the continent. The meeting requested secretariat to propose list of qualified and relevant institutions to be invited and participate in the 6th General Assembly. The list should provide brief description of each institution. The 5th GA accepted the membership of INFOPECHE by consensus The meeting recommended that the number of meetings per annum are reduced to one. Thematic area meetings and regional meetings could be organized followed by the General Assembly The meeting suggested that the APRIFAAS bureau and Secretariat proposes theme for the upcoming technical and general assembly to include aquaculture, environmental issues, inland fisheries and MCS and prepare the background paper for inputs Strengthen effective collaboration, coordination and partnership between RECs to RECs
RECORD OF THE 1ST SESSION OF THE GENERAL ASSEMBLY	22 January 2016	Dakar, Senegal	It was agreed that instead of developing a two-year plan, there should be a 1-year plan which will be reviewed each year during the General Assembly at the beginning of each year The chair also advised that the core functions of the Platform should be used as key results areas to guide the planning process.

Report	Date	Venue	Key Recommendations
3rd General Assembly and Bi-Annual Meeting of the Africa Platform for Regional Institutions in Fisheries, Aquaculture & Aquatic Systems (APRIFAAS)	28-29 September 2021	Virtual Meeting	The General Assembly urged Members to build synergies and coordination between African Union institutions, RECs and RFBs as well as international partners for the implementation of Fisheries and Aquaculture related activities to avoid duplication of efforts The African Union to lead in strengthening capacities of Regional Economic Communities as well as Regional Fisheries Bodies SADC to invite the APRIFAAS Members to the next Fisheries and Aquaculture meeting UMA to contribute more to the implementation of Fisheries Governance 2 Project Set up a monitoring system for Fisheries to support the alignment at the AU level between RECs and RFBs, Regional Sea and other conventions Benguela Current Commission to invite the APRIFAAS Members to the science forum event to be held in November 2021 A recommendation was made to develop tools for generating data in the small-scale fisheries for evidence based informed decision making Establish regional APRIFAAS coordination platform
Promoting Coordination And Regional Cooperation For Effective Fisheries Management			

Report	Date	Venue	Key Recommendations
The Fourth General Assembly And Bi-Annual Meeting Of The APRIFAAS	18 – 20 April 2022	Marrakech, Morocco	Regional policies should take into consideration provisions of the PFRS and the global instruments to ensure coherence and consistency Strengthen South-South (bilateral and regional) cooperation, and develop coordinated mechanisms among RECs, RFBs and LME-based commissions to ensure coherence of fisheries policies and aquaculture development and their adoption and adaptation At regional level there should be a functional mechanism for cooperation between the RECs and RFBs as fisheries are shared resources in nature Reinforce the role of RECs and RFBs and such other arrangements as positive forces in regional economic integration Create synergies and complementarities in the programs at regional level Enhance role of RECs and RFBs and arrangements in creating integrated iterative systems of governance Develop financial budget for sustaining APRIFAAS activities Involve the Media observatory for sustainable fisheries governance in Africa (MOSFA), in APRIFAAS meetings, to ensure media coverage of its activities Develop a technical note to ease access and usage of APRIFAAS Web platform/ Community of Practice Present statutory documents of APRIFAAS in each general Assembly APRIFAAS meetings should be held over more days and as well include hybrid sessions on training and enhancing awareness of APRIFAAS Rules of Procedures, mandate, activities, functions to new participants will be governed by rules of procedures UMA requested for the consideration of APRIFAAS and AU-IBAR to initiate the establishment of sub-regional RFBs to take care of North Africa including UMA Member States plus Egypt Nile Basin Initiative expressed the willingness to offer technical assistance for APRIFAAS members if required; this is to make the organization assume a more active

Report	Date	Venue	Key Recommendations
The 7th APRIFAAS	28-29 October 2024	Casablanca, Morocco,	election of new Bureau members, chaired by COMESA Strengthening Regional Cooperation by enhancing intersectoral cooperation between RFBs, RECS & technical partners. Alignment regional fisheries with Global Biodiversity Goals, including those under the United Nations and the Convention on Biological Diversity. Commitment to Sustainable Fisheries Management by addressing the challenges of fisheries governance and biodiversity conservation, ensuring that regional policies are aligned with both local and global environmental and economic needs.

Report	Date	Venue	Key Recommendations
APRIFAAS Executive Board Meeting	28–29 July 2025	Naivasha, Kenya	Establishing a sustainable funding mechanism, Developing guidelines for adopting international instruments, Conducting cost-benefit analyses for ratification, Promoting intersectoral cooperation, and Strengthening technical capacities Endorsed the 2025–2026 biennial work plan Follow-Up on Implementation of Recommendations: • Support for APRIFAAS member participation in major forums (e.g., UNOC 3 in Nice, World Aquaculture Safari (WAS) Uganda conference, Cape Verde meeting). • Strengthening APRIFAAS's global positioning. • Building interregional partnerships • Promoting knowledge sharing with global aquatic biodiversity platforms The Board recommended to: • Finalize the SAP through inclusive consultation: Ensure that the Strategic Action Plan is developed through a participatory process involving all APRIFAAS members, observers, and relevant stakeholders. This includes organizing targeted consultations, collecting strategic inputs, and holding a validation workshop to capture diverse perspectives and align the SAP with both continental and international priorities.

Report	Date	Venue	Key Recommendations
			• Strengthen partnerships and resource mobilization: Expand collaboration with regional, continental, and global organizations, including public institutions, development partners, and the private sector. Develop a resource mobilization strategy that identifies funding opportunities, innovative financing mechanisms, and co-financing arrangements to ensure sustainable support for APRIFAAS's activities. • Maintain momentum in regional cooperation ahead of the 8th General Assembly: Monitor the implementation of ongoing initiatives and keep members engaged through regular updates, virtual meetings, and thematic working groups. Encourage joint participation in regional and international events to reinforce a unified African voice in fisheries and aquaculture governance. • Enhance communication and visibility: Strengthen outreach by updating the APRIFAAS website, actively using social media platforms, and producing targeted communication materials such as brochures, newsletters, and video content. Engage with media outlets and leverage digital tools to highlight the platform's achievements and advocacy messages. • Develop criteria for Board member profiling: Create a standardized profile format capturing each institution's expertise, organizational mandate, and key areas of work. Publish and maintain an updated directory to promote transparency, facilitate networking, and showcase the collective capacities of APRIFAAS. • Broaden membership by identifying new institutions for formal endorsement: Encourage members to propose relevant organizations for inclusion in APRIFAAS. Screen potential members against clear eligibility criteria and present them for approval at the General Assembly, thereby expanding representation, diversity, and technical expertise within the platform. • Developed ToRs for a consultant to be hired to develop a Strategic Action Plan And Resource Mobilisation Strategy for APRIFAAS

4.3 Current accomplishments of APRIFAAS and Emerging Issues

These accomplishments have been outlined in the Table 6. The world class diagnostic tools including SWOT (Success, Weakness, Opportunities, and Threats) and PESTLED (Political, Economic, Social, Technological, Environmental, Legal/legislative and Demographic factors were analysed. These are factors that might have an impact of APRIFAAS' work). The output of this phase will be a Situational Analysis Report with literature review, PESTELD, and SWOT are outlined below. Part of the Situation Analysis was gathered using the questionnaire that was circulated to all major stakeholders of APRIFAAS. Of the thirty (30) questionnaires sent out, only thirteen (13) ore 43.3% responded. Although the number of respondents was small, these can still be considered reliable. The reason for this is most of those who did not respond, may have not done so due to lack of knowledge about APRIFAAS, since they were new to their respective institutions.

4.3.1 PESTEL Analysis

Political: strong political will has resulted in fisheries, aquatic food system and blue economy being prioritised in regional and national policies. Continental and regional policies are aligned with global instruments. All countries have adopted, domesticated and implementing global, continental and regional instruments, but with varying levels of success. Commitment to undertake governance and institutional reforms for fisheries is still a challenge in many regions and countries.

Economic: fisheries, aquaculture and aquatic food systems are important for livelihoods, socio-economic wellbeing, welfare, wealth creation and export for all regions. Heavy reliance of fish and aquatic resources leads to over-exploitation. However, in most cases there are limited alternative sources of livelihoods, food and nutrition for fish-dependent communities. Economic opportunities lie in expanding aquatic and blue value chains, increasing productivity of fisheries, aquaculture and other aquatic resources, and taking advantage of the AfCFTA to fostering intra-regional trade. There is, therefore, need for more policies and strategies on job creation in the sector.

Social: millions of Africans obtain livelihoods directly from fisheries and aquatic resources, particularly women. However, gendered barriers limit the capacity of women to generate incomes and build assets from aquatic resources. Many will benefit directly from reforms that aim to enhance fisheries and aquatic resources productivity and profitability.

Technological: the Situation Analysis revealed the potential for using modern technologies by APRIFAAS. APRIFAAS needs to draw lessons from proven web-based project tracking

and coordination system, as well as sustainable fisheries and blue economy coordination platforms, in order to promote innovation and improve efficiency in information dissemination.

Environmental: Africa is endowed with abundant freshwater and marine water bodies, with the most diverse range of fish species. These aquatic ecosystems are the basis for blue economy development. However, these ecosystems are under immense pressure from overexploitation, climate change, and biodiversity loss. Therefore, preservation of the environment and prevention of pollution and other harmful changes resulting from human activities is desirable.

Legal: There is a need to ensure that the institution creates awareness of its Rules of Procedures to its members.

Demographic: fish-dependent populations in Africa are characterized by rapid population growth and a very young population. Establishment of a multistakeholder platform will improve data collection and address gender-blind policies.

4.3.2 SWOT Analysis

The Situation Analysis included a SWOT with the aim of determining the current strengths, weaknesses, opportunities and threats of APRIFAAS. The Strategic Plan will build on the strengths and opportunities, while minimising the weaknesses and threats to the Platform. The SWOT is presented in Table 7. The SWOT shows an outlook of issues which APRIFAAS needs to do in order to lay down a strong foundation upon which this Strategic Plan can be used to enable the organisation to deliver on the wishes of its stakeholders. In addition, the SWOT points to issues which need to be addressed by the Strategic Plan.

Table 7. *SWOT Analysis for APRIFAAS*

STRENGTHS	**WEAKNESSES**
➢ APRIFAAS has seed funding from AU-IBAR ➢ APRIFAAS builds on the strong institutional foundation from its members (RECs, RFBs, Networks etc). ➢ It is recognized by AU ➢ APRIFAAS is dealing with resources which have potential to attract partners/donors to ensure sustainability ➢ APRIFAAS is unique as it has linkages to implementation (via Networks, Member States). ➢ It has ready partners (e.g. FAO, EU).	➢ Absence of a formalised institutional framework prevents binding commitments among member institutions a ➢ Weak continuity in leadership and accountability. ➢ Mandate Overlaps with RECs RFBs leads to inefficiencies, fragmented interventions, and blurred lines of authority.
OPPORTUNTIES	**THREATS**
➢ Availability of a range of global, continental and regional instruments which demand common platform and Voice. ➢ Potential pool of sources of funds/funders ➢ There are signs of a pool of partners/stakeholders willing to be part of APRIFAAS ➢ Pool of existing policy and strategies lessons which can be shared and scaled up.	➢ Donor-dependent ➢ Current low level of allocation to fisheries by Multilateral and Bilateral donors might affect funding for APRIFAAS ➢ Poor lessons on uptake of governance and institutional reforms. ➢ Poor evidence of inter-sessional interaction among members.

5.0 Vision, Mission and Values Statements

In this chapter, the APRIFAAS has articulated the direction that it wants to take in the next five years. The main thrusts of the direction are twofold: (a) consolidating the institutional set up, and (b) firming up the agenda setting or programmes that uniquely define APRIFAAS. The two main thrusts are going to drive the APRIFAAS agenda in the next five years.

Vision

To be the premier platform for inclusive regional coordination and systemic information exchange, driving positive social impact and fostering transparency and accountability across the continent's fisheries, aquaculture and aquatic systems.

Mission statement

To foster inclusive regional coordination and systemic information exchange among diverse regional stakeholders to support the execution of key policy frameworks and reform strategies for fisheries and aquaculture in Africa.

Goal

To foster collaboration, sharing knowledge, and advocating for policy reforms among regional fisheries, aquaculture, aquatic systems institutions in order to drive positive change in these sectors across Africa.

Core Values

- Respect for diversity and teamwork
- Joint decision-making
- Inclusive dialogue
- Collaborative actions
- Transparency and accountability
- Integrity and impartiality
- Efficiency and professionalism; and.
- Information and knowledge sharing.

6.0 Strategic Pillars, Themes, Objectives and Activities

6.1 Introduction

In this chapter, the strategic areas, goals, and strategic objectives are outlined. The chapter is divided in six parts, therefore, the core of the 2025-2030 Strategic Plan. It is important to note that First Session of APRIFAAS that was held in Dakar, Senegal on 22nd January 2016 resolved that the core functions of the Platform should be used as key results or strategic areas to guide the planning process. In this regard, the proceeding paragraphs provide the details of the Strategic Plan, building on the Dakar resolutions. It is also important to note that the Strategic Plan combines the Two-Year Action Plan (2025 / 2026), that was agreed upon during the APRIFAAS Executive Board Meeting that was held in Naivasha, Kenya from 28th to 29th July 2025. Table 5 below shows the M&E Framework.

6.2 Strategic Areas, Goals and Expected Outcomes

Strategic Area 1: *Coordinate and facilitate the systematic exchange of information between regional fisheries, aquaculture and aquatic institutions, henceforth referred to as 'stakeholders' across the continent.*

Goal 1: To increase coordination and systematic exchange of information among Africa's regional fisheries, aquaculture and aquatic institutions.

Expected Outcome: Effective coordination and exchange of information for successful and timely accomplishment of shared goals and strategic objectives.

Strategic focus of the strategy

APRIFAAS will use accumulated knowledge and strong institutional memory, as well as capable skilled human capital to deliver impact at scale. APRIFAAS will build technical capacity in digital management or commission economic analyses, in order to monitor performance of Africa's fisheries, aquaculture, aquatic food systems and blue economies. In this regard, AFRIPAAS will become a hub for knowledge exchange and continuous learning across regions.

Strategic objectives

1.1 To strengthen strategic partnerships among River Basin Organizations (RBOs), Regional Economic Communities (RECs), research institutions, and private sector actors to ensure coordinated governance of shared fisheries resources.

1.2 To foster innovation and investment in sustainable fisheries and aquaculture
1.3 To streamline coordination roles of APRIFAAS as well as synergies of RECS and RFBs.
1.4 To promote harmonised calendars of events, and joint planning of common activities and share information widely.

Strategic Area 2: *Improve dialogue among stakeholders.*

Goal 2: To Improve dialogue among APRIFAAS stakeholders.
Expected Outcome: Structured multistakeholder dialogue enhance stronger relationship, deeper understanding, and shared decision-making.

Strategic focus of the strategy
In coordination with the Biennial Forum, APRIFAAS will identify Member States' common interests and facilitate development of common positions on continental, regional and global policy discourses. Acknowledging that developing a common position can be a lengthy process, APRIFAAS will stimulate focused dialogue and make targeted technical inputs to priority policy issues.

Strategic objectives
2.1 To create a single interoperable platform for stakeholder engagement.
2.2 To enhance stakeholder engagement and multi-sectoral collaboration.
2.3 To expand partnerships among private sector actors, research institutions, and local communities.
2.4 To enhance policy dialogue and knowledge exchange on sustainable fisheries and aquaculture governance.

Strategic Area 3: *Coordinate and facilitate the elaboration of harmonised work programme*

Goal 3: To strengthen capacity of APRIFAAS members to form harmonised approaches to facilitate fisheries governance and AfCFTA.

Expected Outcomes: Harmonised work programmes increase efficiency, consistency, comparability of data, and better-informed decision-making across members of the Platform.

Strategic focus of the strategy

APRIFAAS will require a comprehensive approach, build skills of its members, improve institutional arrangements, and fosters effective collaboration among its diverse stakeholders, in order to be able to strengthen its capacity to facilitate governance of aquatic and blue economy resources, including AfCFTA.

Strategic objectives

3.1 Develop a five-year strategic action plan; resource mobilization strategy and M&E Framework for the APRIFAAS and roll it out for implementation.

3.2 To provide evidence-based inputs to continental frameworks.

3.3 To support member institutions to harmonise regional policies and basin-wide fisheries and aquaculture management approaches.

3.4 To adopt the ESA-SFBE-CP and the IGAD Fisheries Forum "one-stop-shop" models that combine all under a single interoperable platform.

Strategic Area 4: *Strengthen the capacity of the African continent to speak with one voice on fisheries and aquaculture matters in regional, continental and international fora and in dialogue processes with partners.*

Goal 4: To strengthen the capacity of African stakeholders to promote a coherent 'African voice' in international policy fora related to fisheries governance, trade, aquatic food systems and blue economy.

Expected Outcome: a unified voice enhances clarity, increased credibility and trust, and improved efficiency in achieving shared African common voice in global fora.

Strategic focus of the strategy

Achieving "African Voice" underpins the PFRS. In this regard, building of the past experience, APRIFAAS will further strengthen the Platform and widen the network of non-state actors across the aquatic and blue economy sectors, to promote policy success based on coherent a unified common 'African voice' in regional, continental and international policy fora related to fisheries governance, trade, aquatic ecosystem health and blue economy.

Strategic objectives

4.1 To enhance policy influence in global for a by aligning closely with continental frameworks, such as the African Continental Free Trade Area (AfCFTA) agenda, among others.

4.2 To enhance joint advocacy campaigns to boost recognition of APRIFAAS' impact
4.3 To promote capacity building and youth engagement to drive inclusive and adaptive growth in Africa's aquatic systems.
4.4 To enhance technical, managerial, and operational capacities of national agencies to implement fisheries management measures (e.g. ecosystem-based) and climate-smart approaches

Strategic area 5: *Monitor and coordinate the evaluation and implementation of the harmonised work programme.*

Goal 5: To monitor records from regional strategy for fisheries, aquatic systems, blue economy and evaluate the wider accountability mechanisms of stakeholders.

Expected Outcome: Timely data, identification of best practices, and ensuring lessons learned are used to improve future operations and strategies, improve APRIFAAS performance and accountability.

Strategic focus of the strategy

APRIFAAS will facilitate data sharing, project and programme tracking, drawing on lessons that will help with informing policy harmonisation, and investment alignment. APRIFAAS will identify best practices across the RECs and RFBs, RFMOs, adopt and scale them up. Special attention will be paid to social and economic tools and strategic networking models that can enable APRIFAAS to evolve from a mere Coordination Forum into a Continental Enabler Platform for blue transformation (i.e. driving sustainability, inclusivity, and shared prosperity across Africa's aquatic systems). Furthermore, APRIFAAS, through the RECs and RFBs, will collaborate with the regional programmes to improve coordination and synergies on policy and strategy implementation.

Strategic objectives

5.1 To enhance visibility and communication through digital platforms, knowledge products.
5.2 To support RBOs, RFBs and Fisheries Organizations to implement effective monitoring, control, and surveillance to address IUU fishing.
5.3 To enhance sharing of information, including best practices, across the continent
5.4 To formalise the institutional framework for binding commitments and accountability.

Strategic Area 6: *Enhance governance and Institutional sustainability of APRIFAAS.*

Goal 6: To operationalise AFRIPAAS's transformation into a modern, results-based and financially sustainable coordination platform.

Expected Outcome: Effective organisational reforms promote a stable, result-based and financially sustainable coordination platform.

Strategic focus of the strategy

The Strategy will guide APRIFAAS to become institutionally and programmatically fully functional, highly visible, financially sustainable, well governed, and internationally recognised Platform. APRIFAAS will reform into an effective and supportive institution, able to build partnerships and linkages with RECs, RFBs, Networks as well as international partners, in order to sustain itself as a viable Platform. The Platform will coordinate development priorities beyond the traditional sectoral boundaries of fish, to also cover such enablers as monetary and fiscal institutions (e.g. the African Economic Platform (AEP); and Specialised Technical Committee (STC) on Finance, Monetary Affairs, Economic Planning and Integration).

Strategic objectives

6.1 To undertake institutional reforms to strengthen governance and sustainability.

6.2 To formalise APRIFAAS institutional framework for enhanced continuity and accountability.

6.3 To put in place measures to enhance financial sustainability.

6.4 To strengthen institutional linkages and align regional initiatives to PFRS.

7.0 Implementation, Monitoring and Evaluation

7.1 Implementation

APRIFAAS as a continental network of specialised regional organisations dedicated to advancing fisheries, aquaculture and ocean governance in Africa, achieves its mandate by supporting its member organisations to define common areas and programmes that help them strengthen institutional collaboration. In this regard, APRIFAAS delivers its mandate through these Regional Organisation. The strategic plan is designed in such a way as to ensure an effective link between continental and global policy discourse and programme implementation with regional policy and strategy priorities in order to guarantee coherence and consistence with the sustainable development of the aquatic sector.

7.2 Monitoring and Evaluation

In line with AU-IBAR's Strategic Plan (2024-2028), APRIFAAS Monitoring, Evaluation, and Adaptive Management (MEAM) framework (Table 8) is designed to provide structured oversight, accountability, and adaptive capacity for the Strategic Plan. All indicators are baselined at 2024/2025, however, APRIFAAS Bureau will prepare annual work plans that will provide clear baselines and concrete indicators, as deeded technically and financially feasible. It allows the Platform to track progress, assess results, feed into strategic adjustments, in order to allow the Platform to learn from outcomes and adapt actions to attain effectiveness. This way, APRIFAAS will be able to integrate its operations with knowledge-driven insights to guide decision-making process and facilitate continuous alignment with PFRS and AFRM.

Having regional institutions as its stakeholders, APRIFAAS will mainly put its focus on actions that address concerns of these regional institutions with mandates in fisheries, aquaculture and aquatic systems in Africa. The day-today implementation of the Strategic Plan will be coordinated by AU-IBAR in its role as the STC Bureau and the Secretariat for the Platform, in coordination with the elected Bureau of the Platform. The Platform will routinely monitor implementation of the Strategic Plan using annual implementation plans. These annual implementation plans will be broken down into quarterly and monthly workplans, where necessary, to ease implementation. The MEAM will include quarterly and annual progress reporting, to provide the stakeholders with insights in the effectiveness of the Strategic Plan. The MEAM is a shift from the simple M&E to a strategic function of learning, and hence, allowing the Bureau and the Secretariat to build knowledge and use it to adjust actions accordingly, but also share that knowledge internally and externally to

foster the culture of being adaptive.

Table 8: *Five-year action plan for APRIFAAS 2025 - 2030*

Core Function / Objective	Strategic Objectives	Indicators	Timeframe	Estimated budget		Responsible	Collaborators
				Amount	Source		
1.0 Coordinate and facilitate the systematic exchange of information between regional fisheries, aquaculture and aquatic institutions, henceforth referred to as 'stakeholders' across the continent	1.1 To strengthen strategic partnerships among River Basin Organizations (RBOs), Regional Economic Communities (RECs), research institutions, and private sector actors 1.1.1 Develop profiles of Members of APRIFAAS (Short Briefs, half-page explanatory note of each organisation) and upload them on the website	Report of the Profile of Members % growth in membership % growth in strategic partnership among members	Dec 2027	3000	AU-IBAR & other partners	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
	1.2 To foster innovation and investment in sustainable fisheries and aquaculture	# of innovations & investments	June 2028 & ongoing	6,000	AU-IBAR & other partners	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
	1.3 To streamline coordination roles of APRIFAAS as well as synergies of RECS and RFBs.	# of functional & well-coordinated synergies among APRIFAAS members	June 2027	3,000		APRIFAAS Secretariat & Bureau	
	1.4 To promote harmonised calendars of events, and joint planning of common activities and share information widely.	# of harmonised & coherent calendars	Ongoing and Continuous	2,000	AU-IBAR & other partners	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
1. Improve dialogue among stakeholders.	1.1 To create a single interoperable platform for stakeholder engagement. 1.1.1 Develop a checklist/ criteria for the recruitment of new members and use it in the recruitment of new members 1.1.2 Develop and activate social media platforms	# of regional sub-platforms % of new members fitting the criteria Social media in place	Nov 2027	3,000	AU-IBAR & other partners	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
	2.2 To enhance stakeholder engagement and multi-sectoral collaboration.	# of interventions created from multi-sectoral collaboration	By Dec 2027	10,000	AU-IBAR & other partners	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
	2.3 To expand partnerships among private sector actors, research institutions, and local communities.	# of partnerships	Nov 2027 Nov 2028	50,000	AU-IBAR; AUDA-NEPAD;COMESA; RECs; RFBs	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders

Core Function / Objective	Strategic Objectives	Indicators	Timeframe	Estimated budget		Responsible	Collaborators
				Amount	Source		
	2.4 To enhance policy dialogue and knowledge exchange on sustainable fisheries and aquaculture governance. 2.4.1 Facilitate the annual general assembly meetings for stakeholders to dialogue and exchange views	# of policy dialogues & knowledge exchanges # of Annual General Assemblies	Ongoing and continuous Nov 2025 Nov 2026	100,000	AU-IBAR; AUDA-NEPAD;COMESA; RECs; RFBs	APRIFAAS Secretariat & Bureau	
2. Coordinate and facilitate the elaboration of harmonised work programme	3.1 Develop a five-year strategic action plan; resource mobilization strategy and M&E Framework for the APRIFAAS and roll it out for implementation.	Strategic Plan & progress reports	Nov 2025	50,000	AU-IBAR	APRIFAAS Secretariat & Bureau	
	3.2 To provide evidence-based inputs to continental frameworks. 3.2.1 Develop at least three (3) joint action programmes and projects leveraging the comparative advantages of stakeholders.	# of Policy Briefs/ Notes # of Joint Action Programmes	Nov 2027 Dec 2026	5000	AU-IBAR	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
	3.3 To support member institutions to harmonise regional policies and basin-wide fisheries and aquaculture management approaches.	# of regional harmonised policies	Dec 2028	4000	AU-IBAR; AUDA-NEPAD;COMESA; RECs; RFBs	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
	3.4 To adopt "one-stop-shop" models of regional interoperable platform	# of regional platforms	June 2027	-	APRIFAAS Bureau	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
3. Strengthen the capacity of the African continent to speak with one voice on fisheries and aquaculture matters in regional, continental and international fora and in dialogue processes with partners	4.1 To enhance policy influence in global for a by aligning closely with continental frameworks, such as the African Continental Free Trade Area (AfCFTA) agenda, among others. 3.1.1 Coordinate meetings (virtual / physical to facilitate the development of African Voice 3.1.2 Conduct an inventory of relevant regional, international instruments	# of policy interventions at global fora # of African Voice meetings An inventory of regional & global instruments	Dec 2027 Dec 2028 Ongoing and continuous	60,000	AU-IBAR & other partners	APRIFAAS Bureau	AU-IBAR ; Stakeholders
	4.2 To enhance joint advocacy campaigns to boost recognition of APRIFAAS' impact	# of Joint Advocacy Campaigns	Dec 2028	20,000	AU-IBAR; AUDA-NEPAD;COMESA; RECs; RFBs; etc	APRIFAAS Bureau	AU-IBAR ; Stakeholders
	4.3 To promote capacity building and youth engagement to drive inclusive and adaptive growth in Africa's aquatic systems.	% growth in # of youth engaged	Dec 2028	40,000	AU-IBAR & other partners	APRIFAAS Bureau	AU-IBAR ; Stakeholders

Core Function / Objective	Strategic Objectives	Indicators	Timeframe	Estimated budget		Responsible	Collaborators
				Amount	Source		
	4.4 To enhance technical, managerial, and operational capacities of national agencies to implement fisheries management measures (e.g. ecosystem-based) and climate-smart approaches.	# of countries having functional management measures	Dec 2030	70,000	AU-IBAR & other partners	APRIFAAS Bureau	AU-IBAR ; Stakeholders
4. Monitor and coordinate the evaluation and implementation of the harmonised work programme.	4.1 To enhance visibility and communication through digital platforms, knowledge products.	% growth and effectiveness of APRIFAAS delivered by communication channels	June 2028	20,000	AU-IBAR & other partners	APRIFAAS Bureau	AU-IBAR ; Stakeholders
	5.2 To support RBOs, RFBs and Fisheries Organizations to implement effective monitoring, control, and surveillance to address IUU fishing.	# of APRIFAAS members with Regional MCS	Dec 2029	60,000	AU-IBAR & other partners	APRIFAAS Bureau	AU-IBAR ; Stakeholders
	5.3 To enhance sharing of information, including best practices, across the continent	% rise in shared best practices	Dec 2030	50,000	AU-IBAR & other partners	APRIFAAS Bureau	AU-IBAR ; Stakeholders
	5.4 To formalise the institutional framework for binding commitments and accountability.	% rise in number of members implementing actions of the Strategic Plan	Dec 2028	-	AU-IBAR & other partners	APRIFAAS Bureau	AU-IBAR ; Stakeholders
6. Enhance governance and Institutional sustainability	6.1 To undertake institutional reforms to strengthen governance and sustainability.	# of APRIFAAS governance structures % systems strengthened and operational at regional levels	Dec 2028	80,000	AU-IBAR & other partners	APRIFAAS Bureau	AU-IBAR ; Stakeholders
	6.2 To formalise APRIFAAS institutional framework for enhanced continuity and accountability. 6.2.3 Develop a Website for Communication, Information Sharing, and Visibility	# of elections lead to regular exchange of Bureau members Website regularly updated & visited	June 2028	-	AU-IBAR & other partners	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders

Core Function / Objective	Strategic Objectives	Indicators	Timeframe	Estimated budget		Responsible	Collaborators
				Amount	Source		
	6.3 To strengthen institutional linkages and align regional initiatives to PFRS. 6.3.1 Document and disseminate lessons learnt and best practices in coordination, collaboration, joint programming and resource mobilization 6.3.2 Document and disseminate lessons learnt and best practices in coordination, collaboration, joint programming and resource mobilization	% growth in APRIFAAS members align their strategies to PFRS # of Knowledge management products developed and disseminated # of lessons-learnt documented and distributed	Mar 2028 and ongoing	30,000	AU-IBAR & other partners	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
	6.4 To put in place measures to enhance financial sustainability.	% growth in funding as a result of structured Resource Mobilisation	June 2029	60,000	AU-IBAR & other partners	APRIFAAS Secretariat & Bureau	AU-IBAR ; Stakeholders
Grand total				**720,000**			

8.0 Institutional and Implementation Arrangements

The 2025-2030 Strategic Plan will need a clear institutional and implementation arrangement in order for it be an effective tool for the operation of APRIFAAS. An effective strategy implementation needs a clear institutional arrangement; and APRIFAAS has four pillars, namely:

a. Governance Structure
b. Management Structure
c. Operational Structures and
d. Beneficiaries.

According to the Rules of Procedure that were agreed upon during the July 2015 Cote d'Ivoire meeting, APRIFAAS is composed of the following:

1. The General Assembly
2. The Bureau
3. The Secretariat

Figure 2 shows the organogram for APRIFAA. The various boxes and their responsibilities are clearly defined in the Rules of Procedure from the July 2015 Cote d'Ivoire report.

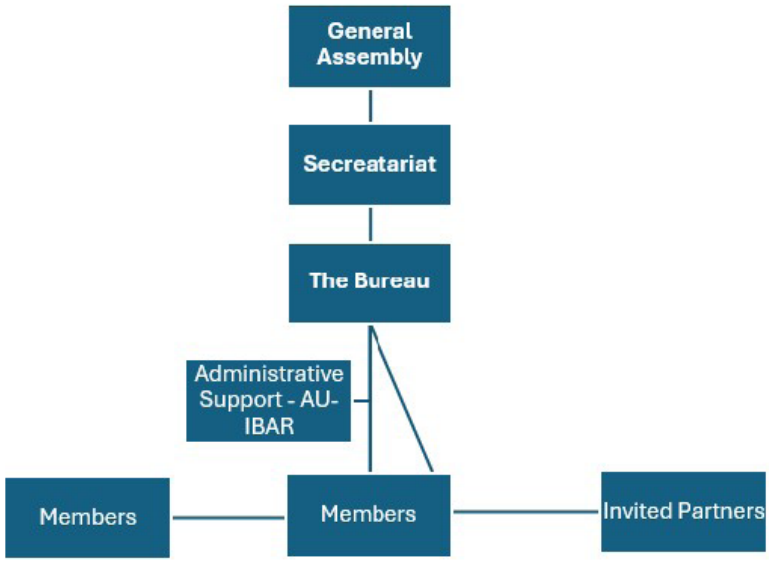


Figure 2: *Proposed APRIFAAS Organogram*

9.0 Resource Mobilisation Strategy (RMS).

9.1 Introduction

The success of the APRIFAAS Strategic Plan will depend to a great extent, on an innovative progressive and forward-looking resource mobilization and fund-raising approach. APRIFAAS will needs an estimated total of US$720,000 to implement the Strategic Plan over the period of five years. The APRIFAAS Executive Board Meeting that was held in Naivasha, Kenya from 28th to 29th July 2025, under the Theme: "Enhancing Regional Cooperation for the Best Integration of Environmental Issues in Fisheries and Aquaculture", agreed on the need to strengthen partnerships and resource mobilization by expanding collaboration with regional, continental, and global organizations, including public institutions, development partners, and the private sector; as well as develop a Resource Mobilization Strategy that identifies funding opportunities, innovative financing mechanisms, and co-financing arrangements to ensure sustainable support for APRIFAAS's activities.

9.2 Rationale and Underpinning Reference for the Resource Mobilisation

The RMS provides APRIFAAS a roadmap on how to resources might be leveraged to meet APRIFAAS resource requirements. The RMS is an Annex to the Strategic Plan in order to show the linkages between the planned activities the resource implications; and hence supports the APRIFAAS priorities at all levels.

The RMS is underpinned by the Report of HE President Paul Kagame on the institutional reforms of the AU presented to the Summit, in January 2017, which proposed six strategies, namely: (I) focus on selected continental priorities; (ii) realign AU institutions to implement selected priorities; (iii) manage the AU effectively and efficiently at all levels; (iv) financing of the AU sustainably by African states; and (v) Connect with Africans; and (vi) to undertake the full range of resource mobilisation.

Additionally, the RMS draws lessons from the AUDA-NEPAD Resource Mobilisation Strategy (2021-2024), emphasised the need for an operational philosophy based on (i) building an institution that optimises resources; (ii) is action-oriented, efficient, collaborative, and (ii) firmly centred on client focus.

9.3 Major Thrusts of the Resource Mobilisation

The RMS will provide guidance on two major thrusts, namely:

a. Packaging and marketing of APRIFAAS Value Proportion

APRIFAAS needs to develop a Communication Strategy that clearly outlines and markets the value-add of the institution. There will be a need for an aggressive Marketing campaign to potential partners on the continent and beyond.

b. Partnership Building

APRIFAAS will need to identify and engage potential financing partners. These partners should be those that are willing to provide funding for specific services and activities. They may include traditional donors (e.g. Norway, Germany, Sweden, UK etc); and well as non-traditional donors, including the private sector.

9.4 APRIFAAS Value Proportion

APRIFAAS stands out as an important institution that helps bring together all regional organisations onto a single platform, making it easy for all stakeholders to streamline their policy advocacy efforts. A single platform reduces duplication of regional organisations' actions and simplifies the development partners' efforts to reach them. Harmonisation of institutional action is more critical now due to dearth of development financing.

According to the Global Donor Platform For Rural Development, public financing is under strain with debt, stagnating economies and geopolitical tensions pulling resources in other directions. Traditional aid models, including official development assistance (ODA), are stretched thin and unlikely to grow (GPRD 2025)[14]. Yet, global wealth and financial capital availability are at a historic high. The problem is not a lack of money – it is a lack of alignment. Therefore, a new financing paradigm is needed - one that brings public and private sectors together to unlock the full potential of agrifood systems transformation.

9.5 Key Elements of the Resource Mobilization

APRIFAAS should be aware of the main elements of the RMS and define clearly how they affect the process of mobilising resources. The key elements include the following:

a. Finance and Resource Mobilisation (FRM): the preference should be on FRM rather than the narrow focus on "fundraising". Fundraising tends to limit the focus to cash, while resource mobilisation opens the scope for technical assistance.
b. "Finance": traditionally understood as funding.
c. "Resources" : APRIFAAS should aim to mobilise resources, broadly; and these include

[14] *GPRD. 2025. Financing Agrifood Systems for People, Planet and Prosperity. A White Paper, The Global Donor Platform For Rural Development. June 2025.*

(i) human resources to support APRIFAAS work, (ii) goods, including materials that might be donated to APRIFAAS to deliver on its activities; and (iii) services, where partners contribute services to support APRIFAAS undertake its programmes.

d. "Resource partner": APRIFAAS should, in addition to "donors", be open to receive support in form of partnership, based on value proportion of such partnerships.
e. "Strategic Alliance": relationships among resource provider and programme implementer.

9.6 Conceptual Framework of Resource Mobilization

APRIFAAS should involve all its stakeholders in the process of mobilising resources. First step should be to evaluate the resource requirements; followed by analysis of external resource environment and potential funding sources and finally agree on an RMS and Action Plan. Figure 3 summarises the conceptual model for RM process.

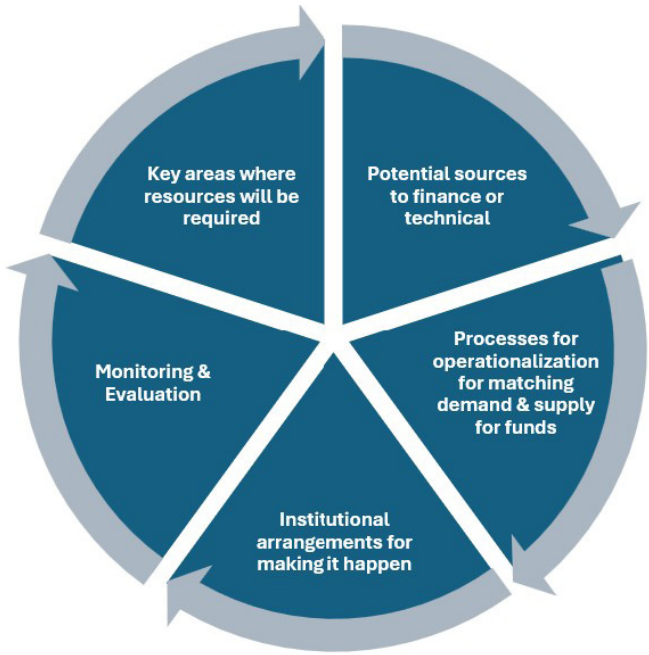


***Figure 3**. Conceptual Framework of Resource Mobilization*

The framework comprises five parts, namely (i) identify key areas where resources will be required; (ii) identify Potential sources to finance or technical support; (iii) define processes for operationalisation through matching demand and supply of resources, funds or partnerships; (iv) put in place institutional arrangements for making it happen; and (v) design a Monitoring and Evaluation Framework.

9.7 Potential Sources of Resources

9.7.1 Domestic Sources

APRIFAAS needs to look at the possibility of mobilising resources domestically within their regions. These resources can come from the following sources:

- **Fiscal allocation –** within the framework of the CAADP commitment to allocate at least 10% of the national budget towards agriculture, regional institutions need to make a case for Member States to allocate part of the 10% towards the Ministries and Departments of Fisheries. These ministries should in return, allocate some of the budget towards the regional institutions responsible for fisheries, aquaculture, blue economy and aquatic resources (e.g. RFBs, RECs etc).
- **Local Development Partners –** APRIFAAS members should explore options to engage the local development partners to mobilise resources for regional fisheries development.
- **Private sector** - APRIFAAS members should engage the private sector whose businesses are based on fish (e.g. fishing or tuna canning companies) to ensure that they can allocate funding towards fisheries development through the Corporate Social Responsibility (CSR).

9.7.2 External Sources

External sources of funding will mainly come from the traditional donors who have always funded projects and programmes in fisheries, aquaculture and blue economy. These include EU, SIDA, NORAD, BMZ/GIZ etc. further to these traditional donors, APRIFAAS should also look for partnership among the emerging economies, such as India, Saudi Arabia, UAE and others. Lastly, APRIFAAS should explore opportunities for resource mobilisation among the philanthropies that have propensity for funding fisheries development. These philanthropies include the Oak Foundation and PEW Charitable Trust. Table 9 below shows an example of matching of APRIFAAS Strategic Plan with potential sources of funding and partnership.

Table 9. *Matching APRIFAAS Strategic Actions with Potential Sources of Funding and Partnerships*

Strategic Area	Funding Source	Funder's Interest	Potential Topic
Coordinate and facilitate the systematic exchange of information	• EU • NOAA-Saltonstall-Kennedy Grant • Corporate Social Responsibility-Pvt • Seafood Watch Program • Producer Organisations	• Economic viability of fisheries • Sustainable seafood sourcing • Market access • Tech transfer & knowledge sharing	Digital Platforms to Bridge the High Seas Treaty Knowledge Gap Support Coffee farmers to Understand & Navigate EU regulations on deforestation-free value chains
Improve dialogue among stakeholders	EU Govt Grants (NORAD, BMZ-GIZ	• Sustainable fisheries & aquaculture. • Healthier ecosystems & resilient communities	Reducing Corruption to Build Strong Fish-Dependent Communities
Coordinate and facilitate the elaboration of harmonised work programme	FAO GEF WTO	• Stakeholder engagement & collaboration • Support Govts reduce harmful subsidies	Innovative Solutions to Reduce Harmful Subsidies
Strengthen the capacity of the African voice	EU, DFIs (AfDB, IFAD, World Bank)	Research, infrastructure & community engagement	Youth/Women-Led Fish Processing Innovations for Climate Adaptation
Monitor and coordinate the evaluation and implementation of the harmonised work programme	Impact Investors Private Foundations (Packard Foundation; Walton Family Foundation, Oak Foundation) Blue Bonds	• Sustainable Development • Sustainable Fishing practice	Building Sustainable Fishing Practices to Reduce Emissions
To operationalise AFRIPAAS's transformation	EU Plastic Treaty	Tech transfer & knowledge sharing	Combating Plastic Pollution in African Aquatic Ecosystems through Circular Economy Model

Annexes

Annex 1. Questionnaire

APRIFAAS STRATEGIC PLAN SITUATION ANALYSIS QUESTIONNAIRE

Name of Respondent:

Organisation which you represent:

Date:

1. ARE YOU AWARE OF APRIFAAS?

Yes

No

2. IF YOUR ANSWER IS YES, PLEASE DESCRIBE WHAT APRIFAAS IS

3. WHAT DO YOU THINK IS THE MAJOR ROLE OF PARIFAAS

- WHAT ROLES DOES YOUR ORGANISATION PLAY IN APRIFAAS?

4. BASED ON YOUR UNDERSTANDING OF THE ROLE OF APRIFAAS:

- What strategies can APRIFAAS adopt in order to remain relevant in the coming five years (e.g. partnerships, policy influence, visibility, innovations etc)?

5. TO WHAT EXTENT DOES YOUR ORGANISATION INFLUENCE OR CONTRIBUTE TO THE NATIONAL OR REGIONAL POLICIES IN FISHERIES, AQUACULTURE, AQUATIC FOOD SYSTEMS & BLUE ECONOMY?

Very high
Moderate
Limited
None
Please provide examples here such as policy advice, advocacy, participation in policy committees or taskforces; data sharing etc.

6. WHAT ARE THE KEY POLICY, GOVERNANCE OR INSTITUTIONAL CHALLENGES AFFECTING YOUR COUNTRY OR REGION'S FISHERIES, AQUACULTURE, AQUATIC FOOD SYSTEMS & BLUE ECONOMY?

7. HOW DO THESE IMPACT ON YOUR COUNTRY OR REGION'S ECONOMY IN GENERAL AND THE WELLBEING OF THE FISH-DEPENDENT PEOPLE?

8. WHAT INSTITUTIONAL OR GOVERNANCE AREAS SHOULD APRIFAAS PRIORITISE OR STRENGTHEN?

9. WHAT PROGRAMMATIC THEMES SHOULD APRIFAAS FOCUS ON?

Please rank them in the order of importance

Government ministries and agencies
Regional Economic Communities (RECs)
Regional Fisheries Bodies (RFBs)
Civil society organisations / NGOs
Professional associations of fishers and aquaculture
Private sector and investors
Development partners / donors
Others (please specify)

10. HOW CAN APRIFAAS STRENGTHEN COORDINATION AND SYNERGY AMONG THESE ACTORS?

11. WHAT MECHANISMS SHOULD APRIFAAS CONSIDER, TO ENSURE FINANCIAL SUSTAINABILITY AND BUDGETARY INDEPENDENCE?

(Please select or suggest the most realistic options)

☐ Membership contributions
☐ Public–private partnerships
☐ Competitive grants and donor funding
☐ Revenue-generating services (training, consultancy, research)
☐ Joint projects with partners
☐ Other innovative mechanisms:

12. HOW CAN YOUR ORGANISATION CONTRIBUTE TO THE FINANCIAL SUSTAINABILITY OF APRIFAAS?

13. WHAT KEY STAKEHOLDERS OR ACTOR SHOULD APRIFAAS PRIORITISE TO ENGAGE OR COLLABORATE TO ENHANCE ITS EFFECTIVENESS AND VISIBILITY?

14. ANY ADDITIONAL RECOMMENDATIONS THAT WILL BE IMPORTANCE TO FURTHER STRENGTHEN APRIFAAS'S STRATEGIC DIRECTION OR EFFECTIVENESS?

****

Thank you for completing the survey. Your responses are completely confidential and will be used for research purposes only



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