African Union

Aquaculture Network for Africa

Aquaculture Network for Africa (ANAF) Strategy

2025 – 2029



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List of Acronyms

ABES	Africa Blue Economy Strategy
ANAF	Aquaculture Network for Africa
AFRAQ	Africa Aquaculture Conference
AFRM	Africa Fisheries Reform Mechanism
AU	African Union
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency
AU-IBAR	African Union Interafrican Bureau of Animal Resources
AU-MS	African Union Member State
CAADP	Comprehensive Africa Agricultural Development Program
CAMFA	Conference of Africa Ministers for Fisheries and Aquaculture
CIFA	Committee for Inland Fisheries
CIFAA	The Committee for Inland Fisheries and Aquaculture of Africa, of the Food and Agriculture Organization
CoE	AU Centers of Excellence in Fisheries and Aquaculture
COFI	The Committee on Fisheries of the Food and Agriculture Organization
FAO	Food and Agriculture Organization of the United Nations
NACA	Network of Aquaculture Centers in Asia-Pacific
NSA	Non-State Actors
PFRS	Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa
REC	Regional Economic Community of the African Union
RFB	Regional Fisheries Body in Africa
SDG	United Nation's Sustainable Development Goals
STC-ARDWE	Specialized Technical Committee (STC) on Agriculture, Rural Development Water and Environment (ARDWE) of the African Union Commission
WB	World Bank
WG	Working Group



1.0. Background

The formation of the Aquaculture Network for Africa (ANAF) emanated as a recommendation of the *Fish for All Summit* that was held in Abuja, Nigeria in 2005. The Fish for All Summit was organized by the AUC-NEPAD (now AUDA-NEPAD) in response to the dismal status of Africa's fishery sector. Natural fish stocks had plummeted below their sustainable limits which was largely artisanal fishing communities, food and nutrition security and the sectors contribution towards national earnings. The continent's average per capita fish consumption rates were steadily falling below global averages. Africa consequently became a net importer of food fish. Compounded by unsustainable fishery management practices, weak sectoral governance, Illegal Unreported and Unregulated (IUU) fishing, environmental degradation and climate-change and population growth, the prospects for reversing and transforming the sector into one that could sustainably contribute towards the continent's development goals grew weaker.

The *Fish for All Summit* was an affirmative action from the continent's fishery and aquaculture stakeholders to seek continental solutions for addressing the situation. Noting the objectives of the Comprehensive Africa Agricultural Development Program (CAADP), the African Union's Agenda 2063 and the vast but inadequately harnessed potential of Africa's aquatic resources, the Summit recommended a change in approach that required strategic investments to improve the management of natural fish stocks, develop aquaculture production, and enhance fish trade in domestic, regional and global markets for the sector's transformation. Bearing in mind the transboundary nature of Africa's major aquatic and fishery resources, the importance of establishing coherence and regional cooperation for the sustainable management and utilization of transboundary fishery and aquaculture resources hinging on global best practices for aquatic ecosystem management[1], cost-effectiveness and sharing best practices was emphasized. The Africa's Heads of State in attendance, reaffirmed their commitment to the recommendations of the Summit and these were outlined in the *Abuja Declaration on Sustainable Fisheries and Aquaculture* (2005). The need for establishing a regional network of aquaculture policy practitioners supported by other leading government planning agencies was also recommended as a strategy for hastening the integration of sustainable aquaculture development into regional and national development strategies.

[1] *FAO aquatic*

1.1. The rational and formation of an Africa Network of Aquaculture Policy Makers

The *Fish for All Summit* was cognizant of the limited scope for sustainably expanding fishery production to match the food and nutrition needs of Africa's rapidly growing population while at the same time, simultaneously expanding the economic opportunities within the sector. The expansion of employment opportunities and wealth creation by expanding and diversifying fishery and aquaculture value chains, improving access to markets, promoting regional trade and establishing equity within the sector were viewed as key facets for enabling the sector transform to meet its CAADP expectations. The promotion of market-led sustainable aquaculture development was identified as being the continent's most feasible option for sustainably expanding fish production to address the continent's deficit in fish supply and employment opportunities. Reference was made to the successful promotion of aquaculture development in the Asia-Pacific following the establishment of the Network of Aquaculture Centers in Asia-Pacific (NACA). The Summit benchmarked NACA as a model the Africa region could adopt to establish regional cooperation for the mobilization and pooling of human and other institutional resources to attain the necessary economies of scale to promote sustainable aquaculture development.

The recommendations of the Summit were tabled to the 13th Session of the Committee for Inland Fisheries (CIFA) in 2005 for adoption. The 13th Session of CIFA concurred that establishing NACA-like network of aquaculture policy makers would be one of the best approaches for promoting sustainable aquaculture development in sub-Saharan Africa. The 14th Session of CIFA (2006) further noted that establishing NACA-like network for Africa, would additionally bring on board and consolidate the much-needed skills, technology and information needed for the future development of aquaculture in Africa. It also recognized the critical role the private sector played in promoting aquaculture development on the continent and reiterated the need for adopting a commodity-based approach and diversification of value-chains to enhance the prospects for African aquaculture. Emerging aquaculture opportunities from algae, crocodile, marine and ornamental fish farming were cited as future prospects. The 14th session of CIFA agreed that the resources for establishing a NACA-like network for Africa must come from Member States themselves, although FAO and other partners could provide some assistance. An adhoc Working Group (WG) was formed to spearhead the formation of what became known as the Aquaculture Network for Africa (ANAF). Ghana, Uganda, Zambia, Cameroon, Mali and Nigeria volunteered as members of the WG and later became ANAF's inaugural members.

The Aquaculture Network for Africa (ANAF) was thus established with support from FAO under the framework of the CIFA, which was later renamed to the Committee for Inland Fisheries and

Aquaculture in Africa (CIFAA). ANAF's objectives were to coordinate and facilitate *(i)* scientific and technical information exchange in aquaculture, *(ii)* regional and sub-regional collaborative aquaculture research, *(iii)* training of fish farmers and extension workers and *(iv)* technology transfer between countries to accelerate sustainable aquaculture development on the continent. Membership to ANAF was open to CIFA Member States on a voluntary basis. Countries that opted to become ANAF members, paid annual membership fees.

1.2. The transfer of ANAF Secretariat from FAO to AU-IBAR

Prompted by the Conference of Africa Ministers for Fisheries and Aquaculture (CAMFA), the African Union Commission (AUC) developed a continental strategy that provided a framework for implementing the Abuja Declaration coherently among all African Union Member States (AU-MS). This strategy, the pan-African Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa (PFRS) was endorsed by the Africa Heads of State and Government at Malabo, Equatorial Guinea in 2014 as Africa's blueprint for the transformation of its fisheries and aquaculture sector.

The CAMFA was also cognizant of the fact that unless a framework to ensure continental policy coherence for the implementation of the PFRS was ut in place, the actualization of the Abuja Declaration on Sustainable Fisheries and Aquaculture (2005) would remain elusive. . The CAMFA therefore prioritized the following actions to comprehensively achieve, the transformation envisaged by the PFRS equitably and effectively across Africa:

1. Recommended the AU put in place a mechanism for broad-based participatory continental policy dialogue and fisheries management to support Member States strengthen policy coherence with respect to the CAADP, in order to enhance the role of fish in food security, poverty alleviation and trade development.

2. Recommended that the AU develop and implement a coordination mechanism among Africa's Regional Economic Communities (REC) and Regional Fisheries Bodies (RFB), to ensure coherence of fisheries policies and initiatives within the framework of Africa's regional economic integration agenda.

3. Urged AU Member States to consider options for fisheries reforms and strengthening institutional arrangements in order to improve the productivity of fisheries and aquaculture.

4. Recommended that AU Member States must commit to develop fisheries and aquaculture in a way that focuses on *(i)* productivity, *(ii)* profitability, *(iii)* sustainability, *(iv)* wealth generation, *(v)* social welfare, nutrition and food security, *(vi)* regional management of shared resources and *(vi)* strengthening south-south (bilateral and regional) cooperation.

The Africa Fisheries Reform Mechanism (AFRM) was subsequently developed as the preferred method for promoting and building continental capacity for implementing the PFRS coherently across all AU-MS and RECs The AFRM was endorsed as such by the African Union Heads of State and Government in 2014 (Figure 1).

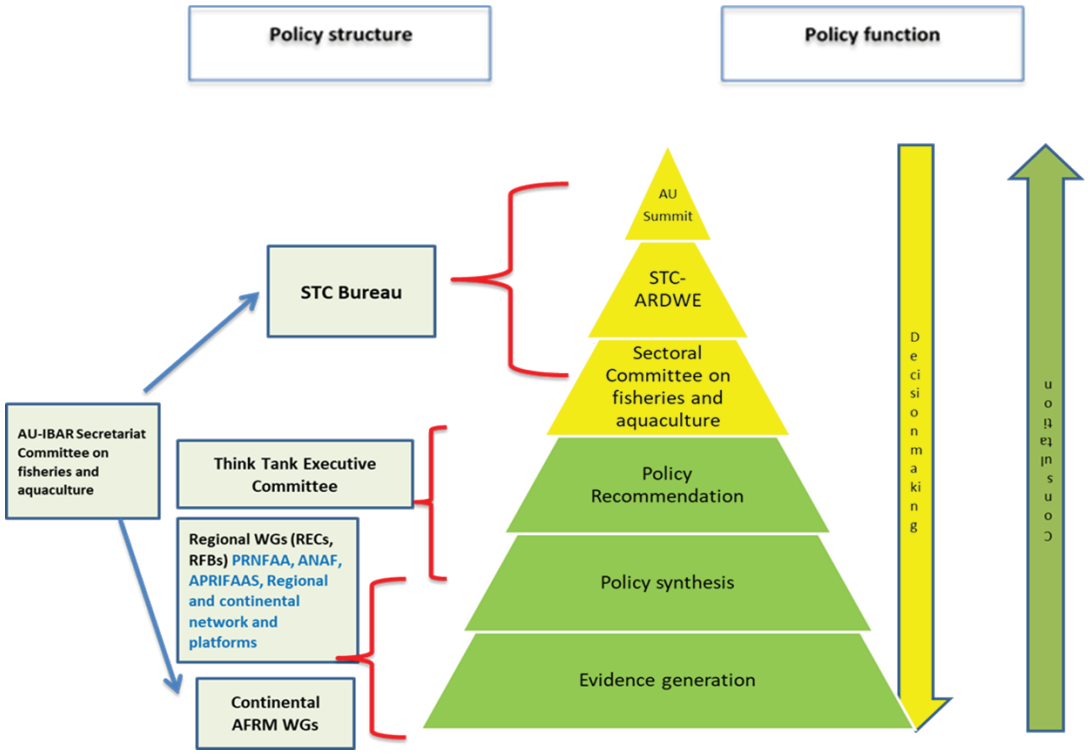


Figure 1. *The Africa Fisheries Reform Mechanism*

The AFRM and PFRS underscore the importance of engaging Non-State Actors (NSA's) as partners across all stages of policy-dialogue to achieve sustainable agricultural development and equity as is emphasized by the CAADP (see figure 2). Given its continental mandate, AUC thereafter tasked AU-IBAR with providing continental leadership, technical support and coordinate the implementation of the PFRS and AFRM among all AU Regional Economic Communities (REC's), AU-MS and taking account the needs of marginalized communities notably women and youth in collaboration with AUDA-NEPAD.

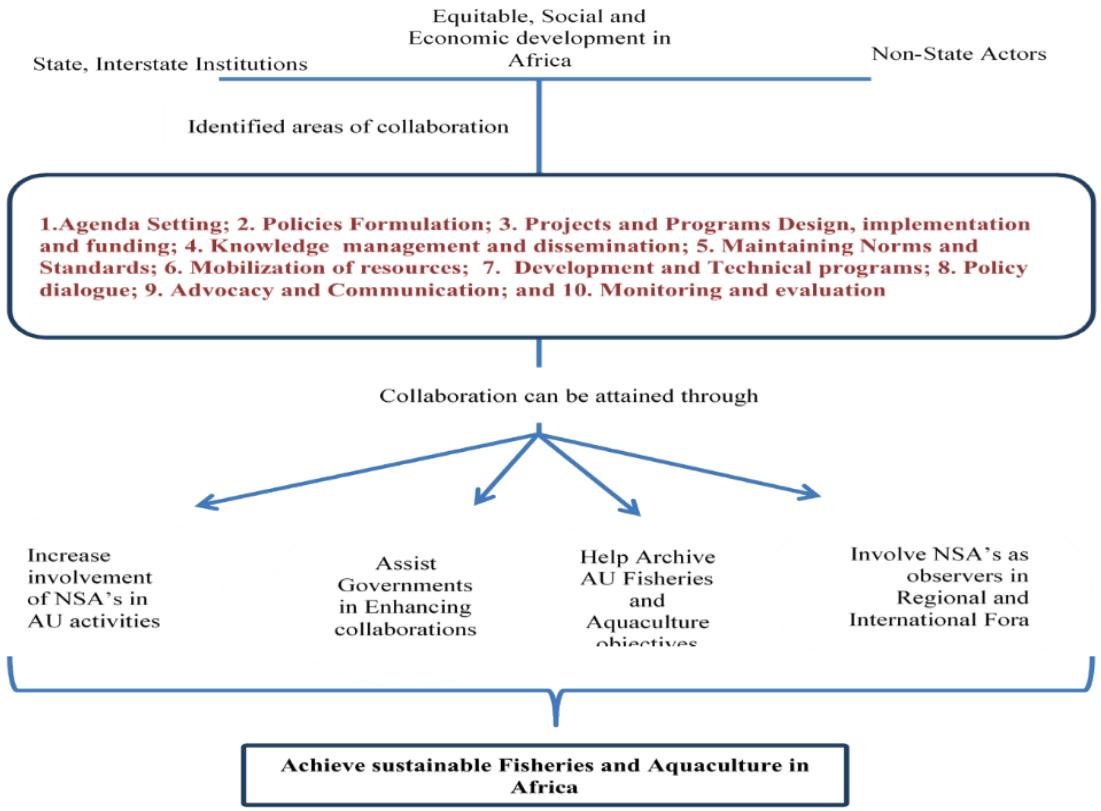


Figure 2. *Attributes of Public and Private-Sector Stakeholder Engagement under the AFRM (adapted from CAADP).*

The overall goal of ANAF was to promote sustainable aquaculture development by accelerating the integration of aquaculture development strategies within their respective national development plans. As continental strategies, the PFRS and AFRM augmented ANAF's objectives furthered by enabling continental and regional collaboration for sustainable transboundary fisheries and aquaculture resource management and development. Further to thisANAF and CIFAA comprised AU-MS from sub-Sharan Africa only whereas the PFRS and AFRM encompassed all AU-MS. Bearing in mind the prerogative for coherence for the sector's sustainable development, the then ANAF members found maintaining simultaneous membership in ANAF, CIFAA and the AU a duplication of effort and added cost towards the achieving the same objective. As the continental Blue Print for the sector, the PFRS and AFRM respectively established the continental agenda and framework coherent implementation It made sense therefore to have a single continental network of aquaculture policy network guided by the same principle (i.e. PFRS) rather than different aquaculture policy networks for the different regions of Africa .

Hence in 2017, CIFAA recommended that ANAF be transformed into an AU intergovernmental platform for Directors of Aquaculture from AU-MS with AU-IBAR as its secretariat on the following grounds:

i. establishing aquaculture development sustainably in Africa required the long-term commitment

AU-Member States

ii. AU-IBAR's continental mandate for providing continental leadership and coordinating the sustainable use and management of Africa's animal resources,

iii. the recommendations of the Abuja Declaration that emphasised the need for establishing continental coherence and regional cooperation in implementing the PFRS, and

iv. it would be more cost-effective and efficient to concentrate resources in existing lead institutions rather than establish new ones.

The FAO 33rd Session of the Committee on Fisheries (COFI) endorsed these recommendations whereupon the Director General FAO commenced the transfer of the ANAF Secretariat from FAO, to AU-IBAR in 2018. In 2023, the African Union Commission's 5th Conference of the Specialized Technical Committee (STC) on Agriculture, Rural Development, Water and Environment (ARDWE) endorsed ANAF as an AU platform of Directors of Aquaculture whose role is to support, facilitate, coordinate and promote the establishment of partnerships, including with Africa's Non-State Actor Networks, for the coherent implementation of AU policies and strategies on sustainable aquaculture development in Africa.

Thus, within the AUC framework, the ANAF now exists and functions within the framework of AFRM as the platform that articulates the *One Voice* of aquaculture public sector managers (Figure 3).

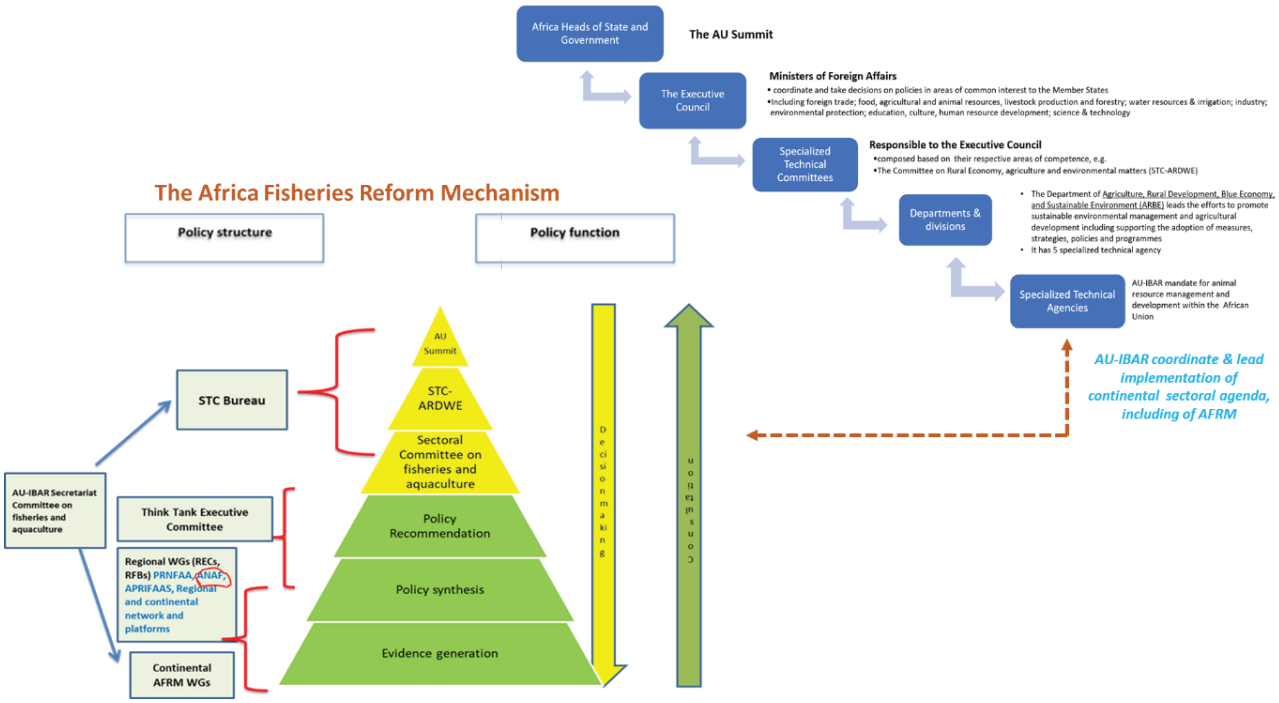


Figure 3. *ANAF as a platform of aquaculture public sector managers within the framework the Africa Fisheries Reform Mechanism*

2.0. Situation Analysis of ANAF

2.1. Legal and Institutional status within the AU

Within the AUC system, the ANAF now exists as among the pan-African platform in Africa's fisheries and aquaculture resource sector whose objective is to represent the independent *One Voice* of Directors of Aquaculture from AU-MS given their role as key stakeholders for the development and implementation of AU policies and strategies to promote coherent sustainable aquaculture development in Africa.. ANAF therefore functions within the framework of the AFRM as among the sector's primary stakeholders involved in the development and implementation of aquaculture policy from the grass-roots. Thus,In the continental policy-dialogue process outlined by the AFRM, ANAF's major role is evidence-generation, policy synthesis, policy recommendation and implementation (Figure 1). Within this framework, it engages equitably with other continental and regional networks representing the Voices of the sectors' respective multiple stakeholders to generate an *equitable all-inclusive One Voice* on sustainable aquaculture development in Africa (Figure 2). The purpose of this approach is to facilitate broad-based participatory continental policy dialogue for sustainable fisheries and aquaculture management that holistically builds capacity for establishing coherence in approach in the implementation of the PFRS in alignment with the CAADP following the AU Principle of Subsidiarity that anchors on promoting regional integration through the RECs and their designate regional institutions, notably the Regional Fisheries Bodies (RFBs) by AU-MS. .

2.1.1. The objectives and mandate of ANAF

ANAF developed and endorsed its institutional governance framework in 2023. The ANAF's governance framework, stipulates the Network's objectives as follows:

i. To be Africa's apex forum where both public and private-sector stakeholders share information and best practices on policy and technologies for the sustainable farming and production of bio-safe and secure aquatic animals and plants, for food and nutrition security, and employment, income and wealth creation.
ii. To promote aquaculture development through relevant research, and best management practices (BMP's) as means to achieve sustainable market-led sector growth.
iii. To contribute to the recognition of sustainable aquaculture development in Africa, as a means to fight poverty, ensure food and nutrition security, create wealth, provide employment and ensure sustainable livelihood and development, particularly in Africa's rural areas.

2.1.2. ANAF's mandate is to:

i. Increase visibility of aquaculture in national policies on food and nutrition security, livelihood, employment and economic development;
ii. Operate a technical cooperation network that optimizes the utilization of resources for aquaculture development (this should include lobby for prioritization of aquaculture in national policies);
iii. Coordinate and facilitate scientific and technical information, including best practices, exchange in aquaculture;
iv. Facilitate and coordinate regional and sub-regional farmer-driven research;
v. Facilitate training of fish farmers and extension workers, including study tours and exhibitions; and
vi. Facilitate technology transfer at the national, bi- or multi-lateral and regional level.

2.2. Organizational and implementation status

The governance and management organs of ANAF comprise the STC-ARDWE, General Congress, Steering Committee, the Secretariat, Nominations Committee, Technical Advisory Committee, National Focal Point Persons, Regional Economic Community Coordinators, technical working groups and committees. Since its transfer to AU-IBAR in 2018to 2024, ANAF's focused its activities on establishing institutional capacity, visibility and collaborating with aquaculture non-state actor networks and development partners to organize continental and regional aquaculture events for information sharing and technology transfer. In addition two General Congresses and one Technical Committee meeting were conducted during this time (see appendix 1).

Table 1. ANAF's accomplishments since its Secretariat transferred to AU-IBAR

Year	Activity
2018	• 7th Annual ANAF Meeting that reviewed progress on activities agreed by the 6th ANAF meeting
2019	• Membership to ANAF expanded to include all 55 AU-MS under the framework of the PFRS and other related AU sectoral policies • 8th ANAF Meeting on Women & Youth in aquaculture enterprise • 9th ANAF Meeting to develop the Terms of Reference and a governance framework for ANAF as an AU network of aquaculture public sector managers
2022	• ANAF Secretariat and National Focal Points promoted, supported and partnered with regional and continental aquaculture NSA networks to organise and share lessons and best practices at AFRAQ21 in Egypt • 10th ANAF Meeting – Technical Committee participated and met to draw recommendations for policy from lessons learnt at AFRAQ21 and draft the agenda for the first ANAF General Congress scheduled in 2023 • Participated in the 11th Session of the COFI Sub-Committee on Aquaculture that was held virtually on 26 May 2022, Rome, Italy. The Africa common positions on youth empowerment, aquaculture genetics, aquatic biosecurity were generated and presented at this event emanated from the recommendations generated by the 10th ANAF Meeting
2023	• ANAF institutional governance framework endorsed by the 1st ANAF General Congress • AUC committed an annual budget to organise the ANAF General Congress annually • ANAF represented in the 12th Session of the COFI Sub-Committee on Aquaculture in Hermosillo Mexico where ANAF National Focal Points present, contributed to the development of Africa common positions on women in aquaculture, aquatic biosecurity and algal and artemia farming among others. • ANAF Secretariat and National Focal Points promoted, supported and partnered with regional and continental NSA aquaculture networks to organise and share lessons and best practices at AFRAQ23, Lusaka Zambia in November, 2023. • Collaborated with FAO and World Bank (WB) to organise a special event at AFRAQ23, the titled FAO-WB Special day under the theme 'Unlocking the Potential of Sustainable Aquaculture in Africa' • AUC's 5th STC-ARDWE endorsed ANAF as an AU network representing the continental One Voice of national aquaculture policy makers in AU-MS
2024	2nd ANAF General Congress organised and priotised issues to be addressed in the first ANAFStrategic Plan While acknowledging continental progress towards promoting sustainable aquaculture development in Africa, the 1st ANAF Executive Committee meeting developed policy briefs to advocate on actions prioritised by the 2nd ANAF General Congress to address major contemporary bottlenecks affecting the performance and expansion of sustainable commercial aquaculture in Africa. Notably the manufacture and availability of commercial fish feeds and aquatic biosecurity control. ANAF Secretariat developed a zero draft of the First ANAF Strategic Plan (2025 – 2029) on strengthening ANAF's institutional capacity to deliver upon its mandate. The 2nd ANAF Executive Committee meet from the 12th to 14th November, 2024 in Naivasha, Kenya, to review and finalise the first ANAF draft strategy for validation by the 3rd ANAF General Congress. Collaborated with AUDA-NEPAD, FAO and World Bank to organize special event on The Challenge of Transforming Aquaculture in Africa: Bridging from Theory to Practical Solutions at AFRAQ24 that was held in Hammamet, Tunisia from the 19th to 21st November, 2024. A presentation was delivered by ANAF entitled 'Priorities of the ANAF Strategic Plan 2025 to 2029'. Commenced preparations for the 3rd ANAF Annual General Congress

2.3. ANAF's performance against its organizational objectives and mandate

While acknowledging the ANAF's noteworthy accomplishments from its promulgation in 2006 to 2023, the 10th ANAF Technical Committee meeting (2022) and 2nd Annual ANAF General Congress (2023) raised the concerns on the status and prospects of ANAF's. The concerns raised and prospective benefits for the sustainable development of aquaculture coherently across the continent if ANAF was to be strengthened to deliver upon its mandate as pan-African network of aquaculture policy makers are outlined in tables 2 and 3 below

Table 2. A gap analysis of ANAF's performance and capacity to achieve its institutional objectives

Issues	Accomplishments	Status	Gaps
Institutional status	• Institutional governance framework in place • Budget allocated by AUC for annual General Congress meetings • Number of ANAF meetings organised • Recognised by AUC • Secretariat in place	• Yet to transit from its formative to operational phase	• No structural framework to guide its transition into an operational phase • No regional ANAF sub-chapters to mainstream and coordinate actions between continental and national levels within REC as per AUC Principles of Subsidiarity and regional integration • No formal national institutional mechanisms other that ToRs' for national ANAF focal points yet in place to facilitate the operations of National ANAF Focal Points according to AUC 5th STC-ARDWE recommendation on ANAF in most AU-MSANAF not integrated within regional and national policies; including the Africa Blue Economy framework.
Visibility	• Participated and contributed in several global, continental and regional aquaculture events in collaboration with development partners and private-sector • ANAF has a logo	• Visibility at national and regional level weak	• No functional institutional framework or linkages at regional level with REC's, RFB, CoE and NSA networks and within AU-MS • Weak communication and coordination of adhoc meetings by ANAF Secretariat • Limited information available on ANAF's activities in open fora platforms • No structured approach for soliciting input from ANAF members and other MS representatives • Branding of ANAF • CoE have no Board of Directors to promote interests of REC's in aquaculture development plans. Mechanism +/- ANAF role as member of Board of Directors for CoE needs to be established. • No advocacy strategy in place • ANAF is not being integrated comprehensively in AU Blue Economy agenda, even where aquaculture is concerned.

Collation and dissemination of aquaculture information	• Formulation of Africa common positions on aquaculture development in regional, continental and global for a (see table 1) • Drafted policy briefs	• Reports and recommendations from ANAF activities generally only circulated inhouse • Usually, not all ANAF members directly involved in the development of common positions	• No structured mechanism for gathering, collating, publishing and disseminating information to stakeholders (e.g. website) • No structured mechanism engaging coordinating private sector and development partners in policy dialogue to promote coherence at all levels
Promoting adoption of best practices and integration of strategies	• Terms of reference for national ANAF focal points exist	• No functional linkages with regional CoE, private sector and RECs • Value of national ANAF Focal Points within AU-MS not yet known and appreciated in cases where it is known	• ANAF not yet mainstreamed into regional and national aquaculture development structures and frameworks • Not all AU-MS have nominated nor provided the appropriate support to national ANAF Focal Points • No regional ANAF organisational structure

Table 3. An SWOT Analysis of ANAF's functional institutional status

Strengths • Long-term sustainability established as a result of its institutionalisation in AUC-ARDWE through AU-IBAR as the continental network representing the One Voice of all 55 AU-MS aquaculture policy makers under the AFRM. • AU-MS committed a budget for the ANAF General Congress • ANAF Governance Instruments in place • ANAF is strategically positioned to influence policy direction and coordinate aquaculture development activities continentally	**Weaknesses** • No institutional framework for developing partnerships, collaborating with and coordinating activities with other stakeholders (institutions) involved in aquaculture development at national and regional level • No structured process in place yet for institutionalising the role National and Regional ANAF Focal Points into AU-MS and REC to ensure long-term sustainability and continuity of actions within countries and RECs. • No institutional communication and visibility strategy or guidelines in place • Position of ANAF Coordinating Officer to support Director AU-IBAR implement functions of the ANAF Secretariat as per the ANAF Governance Instruments not yet done. • No specific designated budget line for the ANAF Secretariat at AU-IBAR
Opportunities • Already established continental and regional private-sector aquaculture platforms and annual for a for information sharing • AU regional CoE in fisheries and aquaculture established to address regional technological, information, knowledge and skill gaps for effective implementation of regional aquaculture development programs • Regional and continental aquaculture development strategies exist, notably PFRS, AFRM, ABES • Several REC's and AU-MS have already developed fisheries and aquaculture development strategies aligned to PFRS and have adopted AFRM	**Threats** • No structured framework outlining prioritised actions to transit ANAF from its inception to operational phase • No regional representation of ANAF within REC's

3.0. Purpose of the First ANAF Strategic Plan

The purpose of the First ANAF Strategic Plan 2025-2029, is to transition ANAF institutionally, from its start-up to operational phase to enable ANAF fulfil its mandate and contribute effectively towards policy implementation for the sustainable aquaculture development in Africa.

Vision: Africa's apex forum where both public and private-sector stakeholders share information and best practices for responsible aquaculture development.

Mission: Promote the generation and sharing of evidence-based information and knowledge to enhance the dissemination and adoption of best practices for sustainable aquaculture development in Africa

3.1. Theory of Change

Problem Tree	Objective Tree	Results Chain
Effects 1. ANAF visibility of in the promotion of sustainable aquaculture development in Africa is weak 2. Low level of regional integration in the promotion of sustainable aquaculture development in Africa	**General Objective** 1. Strengthen ANAF's capacity to deliver on its mandate for coordinating and promoting aquaculture information sharing and technology transfer in Africa. 2. Promote and strengthen the capacity for coherence sustainable aquaculture development in Africa.	**Impact** 1. Increased strategic regional cooperation and coherence in interventions supporting market-led sustainable commercial aquaculture 2. Increased contribution of Africa's aquaculture sector to the continental development goals, notably the PFRS, ABES, CAADP, AU Agenda 2063 and SDG's
Core Problem 1. Institutionally, ANAF has not yet transitioned from its development to implementation phase 2. Weak level of collaboration and partnership and stakeholder engagement between AU-MS for the sustainable management and utilization aquaculture development resources.	**Specific Objectives** 1. Establish institutional mechanisms to transition and enable ANAF deliver its mandate 2. Strengthen the visibility of ANAF at regional and national level	**Outcome** 1. Institutional and organisational capacity of ANAF to deliver its mandate as an African Union network of national aquaculture public sector managers strengthened. 2. Increased levels of collaboration, integration and equity established in public and private sector engagements, investments and interventions 3. Sustainable aquaculture development in Africa coherent with the PFRS, AFRM and regional best practices.

Causes	Strategies	Outputs
1. Lack of an ANAF operationalisation strategy and priority plan 2. Weak institutional coordination and collaboration at regional level between public and private sector stakeholders for sustainable climate-smart market-oriented aquaculture development	1. Transition ANAF from its development phase to implementation phase. 2. Strengthen ANAF's capacity for engaging, collaborating and establishing partnerships with Africa's aquaculture stakeholders. 3. Support and advocate sustainable strategies for the development of Africa's aquaculture sector.	1. Improved mobilization and coordination of partnerships (relevant actors, relationships built) 2. Strengthened intra-regional collaboration and integration among the sectors stakeholders for the sustainable and equitable management and utilization of Africa's transboundary resources for climate-smart sustainable aquaculture development 3. Increased public and private sector investment for sustainable aquaculture development

Why Causes	Activities	Results/Outcomes
1.1. No institutional framework or guidelines to enable ANAF as an AU network of public sector managers, formally collaborate or establish partnerships with other entities as One Voice. 1.2. Not all AU-MS have formally appointed an ANAF Focal Point nor resourced the existing ones. 1.3. Recognition of ANAF by High Policy level among AU Regional Economic Communities and Member States policy makers not yet comprehensively accomplished.	1.1. Develop and implement strategies to build ANAF's capacity for networking to foster collaboration, information exchange and coalition-building amongst its members and the sectors' stakeholders to promote the adoption and strengthen capacities for coherently implementing the AFRM in aquaculture policy-making and implementation. 1.2. Review of roles, responsibilities and impacts of National ANAF focal points on the status adoption of AFRM and sustainable aquaculture development among AU-MS. 1.3. Evaluate and establish options for formalising and mainstreaming ANAF into AU national and regional aquaculture public-sector development systems.	1.1. Communication strategy, partnership frameworks, resource mobilisation, Code of Conduct, operational and management framework, M&E framework, peer support, onboarding of new members, ToRs for the ANAF Secretariat, Update the ToRs for National ANAF Focal Points, develop ToRs/framework for regional ANAF bodies, advocacy etc 1. Publications (website, reports, newsletter, calendar of events, directory of aquaculture services, aquaculture NSA networks, and programs in Africa, etc).
2.1. Not all regional economic communities and regional fisheries bodies have/have fully operationalised PFRS aligned regional aquaculture development strategy and plans 2.2. No comprehensive regional update of aquaculture sector actors and programs 2.3. The AU continental and regional guidelines to enhance the sustainable management and utilization of transboundary aquatic resources for sustainable aquaculture development not yet be validated or adopted by all relevant regional institutions	2.1. Develop and publish an indexed bi-annual public sector reports to monitor the status of national and regional aquaculture policy development and implementation within the AU. 2.2. Advocate and promote regional multi-stakeholder collaboration for the transboundary management of aquatic resources for sustainable aquaculture development through public-private sector networking (One Voice). 2.3. Develop and maintain an active website of the public sector's perspective of the status of aquaculture development in Africa.	

Figure 4 below outlines ANAF's theory of change and strategic approach.



Figure 4. *ANAF's vision for transiting from its development to implementation phase*

3.2. Strategic Action Plan

Strategic Objectives and Activities	Time lines					Responsibilities	Resources Required
	2025	2026	2027	2028	2029		
SO1. institutional mechanisms to transition ANAF							
1.Strengthen capacity of ANAF to coordinate aquaculture stakeholders and actions						ANAF EC, Secretariat, NFP	
(a) Solicit institutional and other resources to operationalize the ANAF Secretariat, ANAF Executive Committee, national and regional ANAF focal points (implementing ANAF activities, etc.)	X	X	X	X	X	ANAF EC & GA, Secretariat, MS, RECs, development partners	- integration into national & regional policies - funding - policy briefs - Terms of reference and related guidelines - annual workplans/ schedule of activities
(b) Develop and establish partnership frameworks for collaborating with the sectors stakeholders (generic; MoU's)	X	X	X	X	X	ANAF EC & GA, Secretariat, MS, RECs, development partners, NSA's, CoE,	- Generic template and guidelines - MoU's - Resources mobilisation (concepts, proposals for joint activities, funding etc)

(c) Develop and implement resource mobilization strategy (action plan and tools; private sector and development partners) to facilitate the timely implementation of ANAF Strategy and identified priority actions	X	X	X	X	X	ANAF EC & GA, Secretariat	- Five-year resource mobilisation strategy - Proposals for funding prioritised activities
(d) Develop and implement an ANAF advocacy strategy and institutional guidelines	x	x	x	x	x	ANAF EC & GA, Secretariat	- Five-year resource mobilisation strategy Proposals for funding prioritized activities
2. Develop and implement ANAF operations and management guidelines institutional guidelines for communication, establishing and engaging with partners and stakeholders						ANAF EC, Secretariat, NFP	
a) Update and/or develop Terms of Reference, institutionalise & operationalise for ANAF focal points, assistants, regional & continental coordinators & their respective secretariats,	x	x				ANAF EC, Secretariat, NFP	Drafting and endorse frameworks and guidelines within first two years Resource mobilization for implementation
b) Develop and establish a sustainable mechanism for facilitating the activities of the ANAF Executive Committee and adhoc committees	x	x	x			ANAF EC, Secretariat, NFP	Drafting and endorse frameworks and guidelines within first two years Resource mobilization for implementation
c) Develop and implement an ANAF, reporting communication and stakeholder engagement frameworks (e.g. annual reports, etc)	x	x	x	x	x	ANAF EC, Secretariat, NFP	Drafting and endorse frameworks and guidelines within first two years Resource mobilization for implementation
d) Develop and implement a monitoring and evaluation framework	x	x	x	x	x	ANAF EC, Secretariat, NFP	Drafting and endorse frameworks and guidelines within first two years Resource mobilization for implementation
SO2. Promote and strengthen mechanisms for engaging, collaborating and partnering with aquaculture stakeholders and institutions at regional and national level							

1. Advocate the integration of ANAF institutionally at national and regional level						ANAF SC, NFP, REC, AU-IBAR	
(a) Policy brief (ANAF – into development policies, plan to show benefits that would accrue and negative impacts as of now for the sectors development, examples of successes e.g. GFCM which involves African countries/ANAF members, suggested technical positions/ roles). The policy brief will then be shared with MS, REC, AU-IBAR/STC							
2. Develop and maintain database of aquaculture networks and programs at national and regional level						ANAF SC, Secretariat, NFP, REC, NSA, AU-MS	
a) Develop framework which will include ANAF contact list, directory of aquaculture training and research institutions, aquaculture NSA networks & their roles, CoEs, government departments, national and regional aquaculture policies and regulations, development programs, private-sector.							
b) Develop concept & proposal for funding to collect data and establish the database/information management system (including website). Expected outputs/ outcomes authenticated directory of national and regional aquaculture goods & services, aquaculture development/ investment index, improve flow of goods and services, etc.							

3. Advocate and promote the establishment functional linkages with RECs, regional CoE and regional NSA networks to enhance coordination towards a common agenda						ANAF SC, Secretariat, NFP, AU-IBAR, RECS, NSA's	
a) Enter into MoU's with respective potential partners from the private and public sector (e.g. WAS, FAO, NACA, development funding agencies, CoE, etc)							
b) Establish mechanism(s) to support the establishment and development of strong community-based, national and regional aquaculture associations as a means to strengthening sustainable access to aquaculture services, information and markets to promote the expansion and growth of aquaculture value chains while fostering the sustainability of aquatic eco-and food-systems							
c) Organisation and participation in annual national, regional, continental, global aquaculture events, notably WAS for information & technology transfer => exhibitions, etc. National agriculture showgrounds – policy brief to develop infrastructure for aquaculture demonstrations							
4. Promote and coordinate the organization of national, regional and continental aquaculture multi-stakeholder events						ANAF SC, Secretariat, NFP, AU-IBAR, RECS, NSA's	
a) Calendar of events all aquaculture events (national, regional, continental and global)							

b) Disseminate using various channels (including through the ANAF website and media, etc) the calendar of events							
c) Provide leadership for organising all-inclusive public-private sector aquaculture multi-stakeholder coordination meetings annually to promote building of synergies and coherence in aquaculture development approaches							
d) Organise inter-governmental coordinating meetings							
5. Regional aquaculture sector information and knowledge						ANAF SC, Secretariat, NFP, REC, NSA	
a) Develop template for annual reports, newsletters							
b) Develop an inventory and documentation profiling national success stories (paper and other formats)							
c) Branding and document management system							

3.3. Implementation of strategy

Governance– (a) The implementation of the strategy will enshrine AUC procedures under the supervision of AU-IBAR and facilitated by national and regional aquaculture policies within the respective AU-MS and RECs. will be governed and follow the Rules of Procedure outlined in the (b) Will follow the ANAF Governance framework of

Human resources – The Terms of Reference as attached. At national and regional level, the management of ANAF personnel and related activities will be done within the framework of respective national and regional guidelines. At continental level, ANAF personnel will be under supervision of the Director AU-IBAR.

Finance – Procurement and financial management will be implemented following AU-IBAR's procurement and financial management systems. Similarly, so will the monitoring & evaluation of ANAF's performance.

PERFORMANCE INDICATORS

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5. ***AU-IBAR, 2016.*** The African Union Ten Years Aquaculture Action Plan For Africa 2016 – 2025. Stakeholders' perspectives for implementing the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa. Online: *https://elk.adalidda.com/2019/01/AU_IBAR_2016_10year_plan.pdf*
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