



Department of Agriculture, Environment and Natural Resources
Directorate of Agriculture and Rural Development
Regional Agency for Agriculture and Food

ECOWAS MISSION

EVALUATION OF THE ORGANIZATIONAL PERFORMANCE OF INFOPECHE

(INTERGOVERNMENTAL ORGANIZATION OF INFORMATION AND COOPERATION FOR THE
MARKETING OF FISHERY PRODUCTS IN AFRICA)



April 2020

IN PARTNERSHIP WITH:



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EXECUTIVE SUMMARY

Created in 1991 in Abidjan, INFOPÉCHE is an Intergovernmental Information and Cooperation Organization for the Marketing of Fishery Products in Africa.

It brings together 18 African countries¹, 14 of which have ratified the Agreement, and includes among its members 10 ECOWAS member states. In view of the evolution of his increasingly critical financial situation H.E the Minister of Animal and Fisheries Resources of the Republic of Côte d'Ivoire, in his capacity as Chairman of the Board of Directors of INFOPECHE, sent a request to the Commissioner in charge of the Department of Agriculture, Environment and Water Resources (DAEWR) of the ECOWAS Commission. In return, the Commissioner agreed to the said request by appointing two experts from ECOWAS to carry out a mission to assess the situation, the nature and the importance of INFOPECHE's needs. The experts carried out an evaluation of the performance of INFOPECHE from March 9th to 13th, 2020 in Abidjan, Cote d'Ivoire. The main results, conclusions, and recommendations are presented below. If accepted, the Board of Directors of INFOPECHE would take urgent measures in the view of assuring revitalization of the Organization and prevent it from falling into a state of permanent lethargy which could seriously jeopardize its very existence.

✦ *At the triple political, institutional and governance level of the Organization, the Mission recommends that the Board of Directors:*

- Include in the agenda of its next session an open debate on the root causes of the disengagement of certain States from the monitoring of INFOPECHE activities and the payment of their contributions;
- Include in the agenda of its next session, a strategic point on the principle of introducing into its institutional mechanism, the holding every two (2) years of an ordinary meeting of the Council of Ministers of the Member States as a decision-making body of the Organization.
- Include in the agenda of its next session, a debate on the nature of the mandate of the Representatives of Member States and in doing so, on the need to update the texts in force to better clarify the concepts of required "quorum" and "Consensus" often mentioned to validate certain actions outside regulatory texts.
- Initiate a debate on the possibility of a rotating presidency every two years, which would significantly improve the level of political and budgetary commitment of all member states.
- Proceed to the final adoption of all the resolutions taken during the 12th session of the Board of Directors or to their cancellation for non-compliance with the regulations of the Organization.

✦ *In terms of organizational capacity, the Mission recommends:*

- Strategic leadership: despite the weakness observed in terms of financial and human resources, INFOPECHE's management must ensure stronger strategic leadership by implementing interpersonal managerial qualities that make it possible to improve the overall management of the Organization.
- Human Resources: the INFOPECHE management must:

¹ The 18 INFOPECHE Member States are : Angola, Cameroon, Congo, Côte d'Ivoire, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Morocco, Mauritania, Mozambique, Namibia, Nigeria, Senegal, Sierra Leone and Togo.

(i) take actions for the effective regularization of pending employment contracts, (ii) (anticipate the renewal of vacant posts, (iii) strengthen internal and external communication with all stakeholders, as well as a more participatory and dynamic approach in the context of working relations with staff and (iv) draft a proposal to update the organization chart which could be part of the general revision of the texts of the Organization.

- Financial management: INFOPECHE's Management must take concrete actions for the urgent regularization of the shortcomings observed, in particular the absence of a formal strategy for

mobilizing resources, improvement of the computerized bookkeeping, effective use of the manual of management procedures, and capacity building for the Accountant.

INFOPECHE's Board of Directors must (i) urgently initiate an effective communication and awareness-raising action for the attention of Member States to offer them a realistic, appropriate and specific mechanism for the regularization and payment of contributions, the amount of which cumulative arrears amounted to more than 3.1 million USD in March 2020, (ii) urgently take all necessary measures with the Member States, to release an estimated amount of 339,289 USD to cover urgent social needs of INFOPECHE (salary arrears and social charges for staff and the Director) as well as material and equipment needs to keep INFOPECHE's work tool to a minimum.

- Project management: INFOPECHE's Management must take concrete actions to improve capacity building of its staff in the preparation, formulation, and implementation of projects funded by international technical and financial partners.

Links with other organizations: Recommendation was made to INFOPECHE's Management in the view of taking concrete measures to formalize a dynamic consultation framework, accompanied by an external communication strategy and mobilization of extra-budgetary resources, and implement actions already planned under the signed Partnership Agreements (MoU).

✦ *Suggested scenarios/options*

In accordance with the Terms of Reference, the Mission made some proposals for scenarios/options aiming at a sustainable improvement of the functioning and financial viability of INFOPECHE.

These options are proposed as part of an urgent establishment of a transition phase for a duration not exceeding 12 months. The advantages and constraints related to each scenario were presented in order to allow the Board of Directors to choose in full knowledge of the facts the one that would be the most suitable and realistic in relation to the current situation of INFOPECHE.

- The first scenario consists of a transition phase provided by the FAO (United Nations Food and Agriculture Organization). For the second scenario, the transition phase would be ensured by a member state of INFOPECHE and for the third scenario, the transition phase would be led by the acting INFOPECHE's Management.

1. REMINDER OF THE TERMS OF REFERENCE OF THE MISSION

1.1. History, context and justification

1.1.1. History

The Conference of Plenipotentiaries of the Governments of the 13 States represented, held on December 12 and 13, 1991 in Abidjan, adopted in its Final Act a Draft Agreement establishing the intergovernmental information and cooperation organization for the marketing of fishery products in Africa (INFOPECHE). Norway, UNIDO, the Aid and Cooperation Fund (FAC, France), and the Association for the Development of Maritime Activities (CEASM) took part as observers. The original texts of the Final Act are deposited in the archives of FAO. Subsequently, the Law n ° 94-334 of June 9, 1994, authorized the President of the Republic of Côte d'Ivoire to ratify the Agreement of December 13, 1991, establishing the Intergovernmental Information and Cooperation Organization for the marketing of fishery products in Africa (INFOPECHE). This Organization currently brings together 18 African countries, 14² of which have already ratified the Agreement, and includes 10 ECOWAS

member states³. Furthermore, it is important to note that between 2004 and 2011, INFOPECHE created a sub-regional office called INFOSA which was based in Windhoek, Namibia, and which enabled INFOPECHE to extend its services to the Member States of the Community. Development of Southern African States (SADC)⁴.

In accordance with the provisions of Article 3 of the Final Act, the objectives of INFOPECHE are:

- *Contribute to the development and modernization of the fisheries sector of the contracting parties;*
- *Promote a better balance in the availability of fishery products from the contracting parties; - To make the best use of export opportunities within and outside Africa; and - Promote technical and economic cooperation between the contracting parties.*

The provisions of Article 4 of the Final Act specify the functions assigned to INFOPECHE:

- *Provide market intelligence for fishery products, including market outlets and supply prospects within and outside Africa;*
- *Advise on technical innovations, specifications applicable to products, processing methods and quality standards corresponding to market requirements;*
- *Help research new products and promote low consumption species;*
- *Train in marketing techniques, staff of administrations, institutions, fishing industries.*

For its operation, INFOPECHE has two bodies: The Board of Directors and the Management. In accordance with the provisions of Article 7 of the Final Act, INFOPECHE has a Board of Directors

² Cameroon, Cabo Verde, Ivory Coast, Gabon, Gambia, Ghana, Guinea-Bissau, Liberia, Morocco, Mauritania, Nigeria, Senegal and Sierra Leone.

³ Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Nigeria, Senegal, Sierra Leone and Togo.

⁴ SADC brings together sixteen countries from southern Africa and the Indian Ocean: South Africa, Angola, Botswana, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Democratic Republic of Congo, Seychelles, Swaziland, Tanzania, Zambia, Zimbabwe, Comoros

made up of all its Member States, each of which appoints a representative who acts on its behalf and has one vote. The main functions of the Board of Directors are as follows:

- *Determine the INFOPECHE policy and approve the work program and budget;*
- *Set the amount of contributions from Member States in accordance with the provisions of Article 11;*
- *Establish general standards and guidelines governing the management of INFOPECHE, including the right to participate in its services;*
- *Examine the work and activities of INFOPECHE and the audited accounts, and give guidance to the director of INFOPECHE on the implementation of its decisions;*
- *Adopt the Financial Regulations;*
- *Elect its president as well as the other members of the board, appoint the director of INFOPECHE and, if necessary, a deputy director and terminate their functions;*
- *Perform all other functions entrusted to it by this Agreement or which are necessary for the proper functioning of the activities approved for INFOPECHE.*

Article 10 of the Final Act clarified the functions of the Managing Director of INFOPECHE who is appointed by the Board of Directors which determines his conditions of service for a term of three years renewable by the decision of the Board of Directors. The Director is the legal representative of INFOPECHE and directs its activities under the guidance of the Board of Directors, in accordance with its policies and decisions. The Director presents to the Board of Directors, at each of its ordinary sessions:

- *A report on INFOPECHE's activities, as well as the audited accounts; and*
- *A draft annual work program for INFOPECHE and a draft budget.*

The Director prepares and organizes the sessions of the Board of Directors and any other meetings of INFOPECHE. He attends these meetings and acts as their secretary. The Board of Directors may decide to appoint a Deputy Managing Director. The Deputy Managing Director is vested with the powers and duties entrusted to the Director if the latter is unable to perform his duties and for as long as he is unable to do so.

If deemed useful, the Board of Directors may accept that the Director and Deputy Director of INFOPECHE be persons placed at the disposal of the Organization by a State, an international organization or any other institution.

INFOPECHE's financial resources are defined by Article 11 of the Final Act and include:

- *Member States contributions to the INFOPECHE budget;*
- *Revenues from the provision of paid services, in particular: subscriptions to INFOPECHE publications, sales of information, paid advertisements in INFOPECHE publications and consultant fees in exchange for technical services;*
- *Grants from states and international organizations;*
- *Donations and legacies, provided that the acceptance of these donations and legacies is compatible with the objectives of INFOPECHE;*
- *All other resources approved by the Board of Directors and compatible with the objectives of INFOPECHE.*

Member States undertake to make annual contributions to the regular budget of INFOPECHE in freely convertible currencies.

- *The Board of Directors sets a minimum contribution for each Member State and establishes a scale of contributions, approved unanimously, taking into account the GNP per capita of each Member State.*
- *The host country is exempt from a contribution insofar as it incurs the expenses and provides the planned services.*
- *At each ordinary session, the Board of Directors determines the ordinary budget for the following year by a majority of three quarters of the Member States participating in the session.*
- *INFOPECHE is managed in accordance with generally accepted commercial principles and to this end, remuneration is requested for its services at rates set by the Board of Directors, the income thus obtained being used to cover operating and administrative expenses of INFOPECHE as well as to replace the assets.*
- *If the amount of its arrears is equal to or greater than the amount of contributions for which it is owed for the two preceding calendar years, a Member State may lose its right to vote in the Board of Directors by decision of the latter.*

A Draft General Guidelines for the management of INFOPECHE was submitted for decision making during the first session of the Board of Directors of INFOPECHE which was held in Abidjan from April 13 to 14, 1994, and whose essential is summarized as follows:

- *The management of INFOPECHE must be oriented as much as possible towards the commercial aspect, in particular in relation to the services offered to its users.*
- *Emphasis must be placed on the quality and completeness of the services offered in technical matters, marketing advice, or the provision of general information. Responding to requests is not in itself sufficient, the information given must be complete and immediately usable.*
- *Financial resources must be sought and used judiciously.*
- *The effective participation of staff at all levels of the Organization's activity and the inculcation of a strong sense of responsibility should be encouraged, with the aim of enhancing the image and effectiveness of the organization.*
- *The organization belongs to the member countries and must be managed in accordance with their interests by ensuring that:*
 - *The Directors of Fisheries of the member countries command the highest technical level and the Directorate of INFOPECHE must maintain the closest contacts with them.*
 - *The INFOPECHE management must maintain regular contacts with trade and industry associations to learn about their needs and assess the impact of the efficiency of the services offered.*
 - *The Directorate of INFOPECHE must make efforts to consolidate contacts and exchanges with technical and commercial research institutions of member countries as well as chambers of commerce and industry directly or indirectly involved in the fisheries sector.*
 - *The Directorate of INFOPECHE can, when the opportunity arises, provide ad hoc assistance to industries and fisheries administration of other non-member African countries.*

1.1.2. Context

INFOPECHE has experienced two main periods in its development, from 1994 to 2008 and from 2009 to 2020. The first period marked the effective start of INFOPECHE's activities as an intergovernmental organization. Between 1994 and 2006, revenues from service consultations covered nearly 80% of INFOPECHE budget. However, since 2007, INFOPECHE was already confronted with the non-

regularity of the payment of the contributions by the Member States. The second period is characterized by the worsening of arrears in the payment of contributions by member states. Added to this is the virtual absence of own income from the provision of services.

The presentation is made through the prism of the reports of the various sessions of the Board of Directors, which clearly illustrates the deterioration of INFOPECHE's financial situation.

- ✦ *First session of the Board of Directors of INFOPECHE from April 13 to 14, 1994 in Abidjan.*
 - Adoption of management guidelines.
 - Recruitment of the first director.
 - Adoption of the internal regulations.
- ✦ *10th Ordinary Session of the Board of Directors of INFOPECHE on April 17, 2008 in Abidjan (Ivory Coast).*
 - Recruitment of the second Director and termination of the first Director of INFOPECHE.
 - Provision of INFOPECHE to two executives of the Ministry of Animal and Fisheries Resources.
 - Interpellation of Member States still in debt to honour their commitments.
- ✦ *Second Extraordinary Session of the Board of Directors of INFOPECHE on September 29, 2010 in Abidjan (Ivory Coast).*
 - Extraordinary session convened following the financial crisis of INFOPECHE due to the accumulation of payment arrears of member states which threatens the very survival of the Organization.
 - Need to find an adequate solution to end the crisis by taking common and urgent decisions.
 - Reiteration of the readiness of the host country (Côte d'Ivoire) to honour its commitments.
 - Verification of the contribution account situation of each member country.
- ✦ *11th Ordinary Session of the Board of Directors of INFOPECHE on December 19 and 20, 2011 in Rabat (Morocco).*
 - Quorum not reached but work carried out «*taking into account the crisis situation that INFOPECHE is going through*».
 - Cumulative contribution arrears amounting to 2,166,282.34 USD.
 - Contributions received in 2011: 65,000 USD, the lowest amount since 2004 and mainly coming from four Member States (Angola, Ghana, Guinea Bissau, and Morocco).
 - Report of 7 months of staff salary arrears.
 - Proposal for the election of a new Director that was cancelled and decision of the Board to keep the Director in office until the next session of the Board of Directors.
- ✦ *12th Ordinary Session of the Board of Directors of INFOPECHE on September 6, 2016 in Abidjan (Côte d'Ivoire).*
 - Opportunity to re-examine the financial situation of INFOPECHE and make constructive recommendations.
 - Importance of revitalizing African regional structures for fisheries management.
 - Examination of the activities carried out since the last session in Rabat (Morocco).

- Quorum not reached but Board held its meeting given the fact that no session has been held since 2012.
- Observation of certain shortcomings in INFOPECHE's legal instruments and recommendations to amend the texts to update them.
- Cumulative arrears of contributions amounting to 2,608,528.39 USD.
- Decision to extend the mandate of the Director of INFOPECHE from the date of this Board meeting, together with a 3-year roadmap.
- Adoption with reservation of the report presented by the Director of INFOPECHE for the execution of the 2012-2015 budgets and the 2016-2017 forecast.

1.1.3. Justification

Taking into account the evolution of the increasingly critical financial situation of INFOPECHE, H.E. the Minister of Animal and Fisheries Resources of the Republic of Côte d'Ivoire, in his capacity as Chairman of the Board of Directors of INFOPECHE, sent a request on 22 October 2019 to the Commissioner AEW of the ECOWAS Commission. The subject of the correspondence was to request a support from ECOWAS by making a consultant available to INFOPECHE for a period of 12 months in order to prepare the prerequisites necessary for the revitalization of INFOPECHE. The request also called on ECOWAS to make its fisheries experts available in order to assist them in drawing up the terms of reference for the consultant responsible, among other things, for defining the strategic orientations for the sustainability of activities in the member states. In return to this request, and on November 8, 2019, the Commissioner AEW of the ECOWAS Commission tasked the Director of Agriculture and Rural Development (DARD) to examine with PESCAO experts and INFOPECHE, the feasibility and conditions for making a consultant available for a period not exceeding 2 months for the preparation of the prerequisites necessary for the revitalization of INFOPECHE.

On January 23, 2020, the Commissioner AEW of the ECOWAS Commission gave a favourable response to the said request by appointing two experts from ECOWAS to carry out a mission to Abidjan in order to assess the situation, the nature and the importance of INFOPECHE's needs. After various exchanges between the designated experts of ECOWAS, the Ministry of Animal and Fishery Resources and the direction of INFOPECHE, the evaluation mission was carried out in Abidjan from March 9th to 13th, 2020.

The Mission report presents the results, conclusions, and recommendations resulting from the analysis of all the documentation made available to ECOWAS experts by INFOPECHE as well as direct interviews with staff. The report also proposes a certain number of scenarios aimed at implementing the recommendations resulting from this organizational diagnosis in order to revitalize INFOPECHE's performance.

1.2. Objectives and expected results of the mission

1.2.1. Main objective

The overall objective of the mission was to carry out an in-depth analysis of the institutional and organizational system of INFOPECHE and to make recommendations with a view to improving the efficiency of its operations (Board of Directors, Directors, Management and staff) and the efficiency of its activities for the benefit of its members.

1.2.2. Specific objective

More specifically, it involved carrying out a performance assessment of the organizational framework of INFOPECHE in terms of relevance, effectiveness, efficiency, and financial viability which would cover the following aspects in particular:

- An analysis of the internal and external environment, the political context, the institutional and governance framework, the evolution of the mandate and missions of INFOPECHE, the organizational capacity in terms of strategic leadership, human resources and financial management of INFOPECHE;
- Proposals of scenarios/options to improve in a sustainable, effective, and efficient manner the functioning and financial viability of INFOPECHE.

1.2.3. Expected results of the mission

The expected results of the mission were as follows:

- An institutional, organizational and operational diagnosis of INFOPECHE performance is carried out;
- Recommendations for improving operations and management of INFOPECHE are made;
- Guidance proposals for the revitalization of INFOPECHE activities are identified.

1.3. Conduct of the mission

The mission was carried out in Abidjan from March 9 to 13, 2020 in accordance with the Agenda agreed upon with all stakeholders before and during the mission. The activities of the mission took place at the headquarters of INFOPECHE, at the Ministry of Animal and Fishery Resources (MIRAH), and at the FAO Office in Abidjan.

2. METHODOLOGY ADOPTED

As part of the implementation of this assessment mission, the methodological approach adopted consisted of orientation meetings, interviews, collection of information, processing and analysis of data.

2.1. Orientation meetings

Before starting the various interviews, brief orientation meetings were organized with the Director and the staff of INFOPECHE to explain the objectives of the assignment and gather their expectations regarding the assignment. These meetings made it possible to have a mutual convergence among all the stakeholders on the objectives and expectations of the mission.

2.2. Interviews

After obtaining a formal agreement with the Management, individual or small group interviews were organized with all INFOPECHE staff. These talks enabled a more detailed discussion of the motivations, objectives and expectations of the mission in an atmosphere of cordiality and cooperation. It is important to note here that all the points, including the most sensitive ones, were discussed objectively during these talks. A list of all the people we met is attached in Annex 2.

2.3. Information gathering

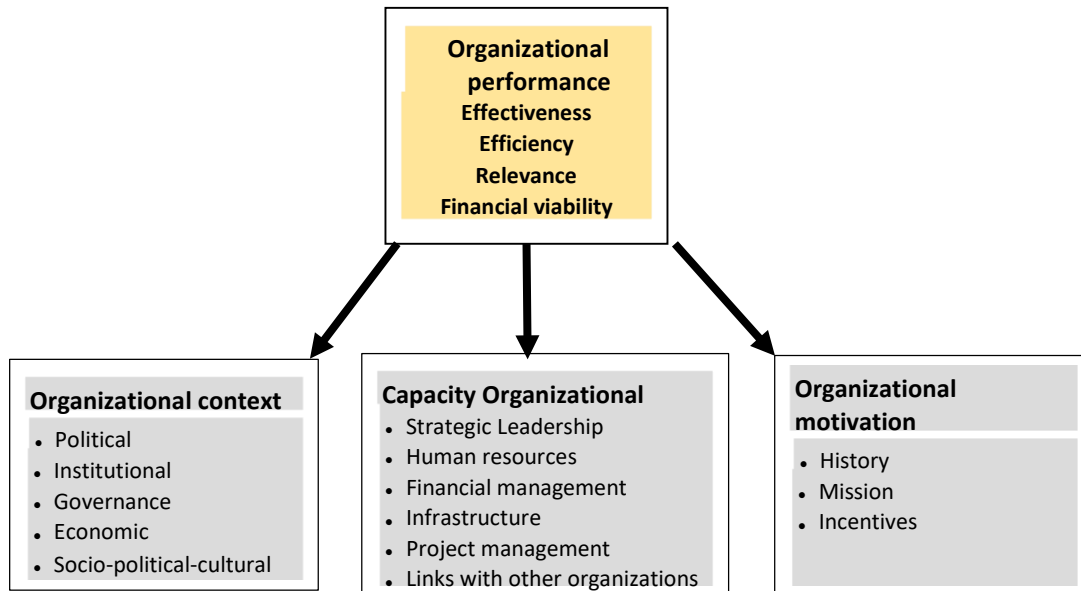
In addition to the basic documentation sent to the Mission by INFOPECHE Directorate, other documents were obtained just after the interviews. A list of all the documentation obtained, processed, and analysed as part of this mission is attached in Annex 3.

2.4. Data processing and analysis

The general organizational performance diagnostic framework presented below made it possible to process, and analyse the data collected during the mission which was based on the analysis of the organizational context, capacity, and motivation. The conclusions of these analyses made it possible to assess organizational performance and the formulation of recommendations and necessary actions aimed at revitalizing the functioning of INFOPECHE.

Organizational performance diagnostic framework⁵

⁵ Lusthaus C., Adrien M.H., Anderson G., Carden F. and Montalván G. P., 2003. Organizational Assessment - A Framework for Performance Improvement. Les Presses de l'Université Laval. International Development Research Center (CRDI). All rights reserved. Printed in Canada. Legal deposit 3rd quarter 2003 ISBN 2-7637-7978-6. 172p.



2.5. Evaluation of organizational performance and mission report

In accordance with the mission's agenda, a meeting to present the preliminary results was held on March 13, 2020, in Abidjan at the premises of the Ministry of Animal and Fisheries Production (MIRAH). Chaired by the Director of the Cabinet representing H.E. the Minister, and in the presence of the Inspector General at MIRAH, the Director of Fisheries at MIRAH, a Research Officer at MIRAH and the Director of INFOPECHE. A mission aide-memoire was presented by the ECOWAS Experts, followed by open and fair discussions between the participants.

Back to Abuja, after drafting and transmission of the Back to Office Report, a debriefing meeting was organized with the Director of Agriculture and Rural Development of ECOWAS as well as with the Team Leader of Technical Assistance of the PESCAO Program. The discussions focused in particular on the progress of the mission, the results, and preliminary conclusions of the organizational diagnosis of INFOPECHE, as well as the orientations to be proposed in order to revitalize the activities of the Organization.

The drafting of this report took into account as much as possible the observations, contributions, and comments of all the stakeholders involved in the framework of this performance evaluation mission.

3. ANALYSIS OF THE MAIN FINDINGS OF THE MISSION

3.1. Organizational context

The organizational context of INFOPECHE was assessed from the following angles: political, institutional, governance, economic, and socio-political-cultural.

3.1.1. Political

INFOPECHE has enjoyed legal existence since 1994, the year in which it was registered and published in the official journal of the Republic of Côte d'Ivoire. It is governed by regulatory texts such as the

Agreement and the rules of procedure. The main observations arising from the Mission's analysis of the political will of member states are as follows:

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- The observation is unanimous in recognizing and appreciating the strong political will which then animated in its time, the 13 Member States represented in December 1991 in Abidjan, which led to the adoption of the Final Act of the Draft Agreement establishing INFOPECHE.
 - However, we have to admit that this political will has faded over time and is no longer as evident these days, at least for a large part of the other INFOPECHE member states.
 - This is reflected in particular by a virtual absence of the real commitment necessary and vital to find and implement a political solution to this critical situation that INFOPECHE is going through.
 - However, it should be noted positively the strong political will of the host country, the Republic of Côte d'Ivoire, which was clearly expressed through multiple efforts undertaken by the Chairman of the Board of Directors of INFOPECHE for the search for durable and credible solutions aimed at resolving the very difficult situation that the Organization has been going through since 2008.
 - It should also be noted that the ECOWAS Commission, in its political will to improve regional governance of Fisheries and Aquaculture, has given its positive reaction to the request of the Chairman of the Board of Directors of INFOPECHE for ad hoc expert support to INFOPECHE as part of its Program for the Improvement of Regional Fisheries Governance in West Africa (PESCAO).

3.1.2. Institutional

The Conference of the Plenipotentiaries of the Governments of the 13 States represented from 12 to 13 December 1991 in Abidjan, adopted in its Final Act, a Draft Agreement establishing INFOPECHE, the original texts of which are deposited in the archives of FAO. Law n ° 94-334 of June 9, 1994, authorized the President of the Republic of Côte d'Ivoire to ratify the Agreement of December 13, 1991, establishing INFOPECHE. As well at the institutional level:

- INFOPECHE is recognized as a full member of the global information network coordinated by GLOBEFISH⁶ based at the Department of Fisheries and Aquaculture at FAO headquarters in Rome, Italy.
- INFOPECHE has an Information and Documentation Centre on issues relating to the fisheries and aquaculture sectors, open to professionals, teachers, and also to students.
- However, in order to give greater visibility and efficiency within the framework of the institutional functioning of INFOPECHE, the Mission suggested that it could be strengthened in particular by the introduction of a regular and statutory meeting of the Council of Ministers of the States. Membership as the highest possible decision-making body of the Organization. Consequently, if this approach is adopted by the Board of Directors, it would automatically lead to a review of the institutional framework of INFOPECHE.

3.1.3. Governance

⁶ GLOBEFISH is a global network of the indicator system on the international fish market, created in 1984 and whose members are: INFOPECHE (Africa), INFOFISH (Southeast Asia), INFOPESCA (Latin America and the Caribbean), INFOYU (China), EUROFISH (European country) and INFOSAMAK (Arab countries).

INFOPECHE has two bodies to ensure its operations: The Board of Directors and the Management. The Board of Directors is the organ of strategic orientation and decision-making. Its main functions are the examination and validation of the work and activities of the Organization and audited accounts. It gives guidance to the Director on the implementation of Board decisions and adopts the Financial Regulations of INFOPECHE.

- It emerges from the Mission's analysis that the Representatives of Member States on the Board of Directors have not always used all the existing mechanisms for review, monitoring, validation and management guidance as provided for by texts within the framework of their duties as directors.
- The Mission considers that the effective application of these mechanisms by the Board of Directors could have avoided finding itself in this serious crisis situation that INFOPECHE is currently

experiencing and whose signals have been apparent since 2008. For example, the Mission noted that the activity reports of INFOPECHE since 2012 have not yet been approved by the Board of Directors.

Article 3, Part III of the Rules of Procedure of INFOPECHE provides that the « Board of Directors of INFOPECHE shall elect a new Bureau every two years during one of its ordinary session »

- The Mission noted that the non-renewal of the Bureau of the Board of directors observed since 1994 would be linked to a consensus decided by the Representatives of the Member States for the chairmanship of the Board to be held by the host country to facilitate exchanges between the Management and the Chairman. This would explain why Côte d'Ivoire has held the presidency of the board since then, since no state has opposed it so far.
- The Mission considers that this important point could be retained in the context of a possible revision of the governance framework of INFOPECHE, insofar as the implementation of a rotating presidency could significantly improve the level of political and financial commitment of some member states.

Article 2 in Part II of the Rules of Procedure of the Board of Directors of INFOPECHE states: «The Board of Directors will hold regular sessions annually on the date and at the place, it will determine».

- The Mission has noted the irregularity of the holding of the Annual Sessions of the Board of Directors of INFOPECHE. Since 2008, only three ordinary sessions have been held: April 17, 2008, in Abidjan, December 19 and 20, 2011, in Rabat (Morocco) and September 6, 2016, in Abidjan. An extraordinary session was held on September 29, 2010, in Abidjan.
- The quorum was not reached during the 11th Ordinary Session of the Board of Directors of INFOPECHE on December 19 and 20, 2011, in Rabat, Morocco. Despite this, the work was authorized to continue «*by consensus of the Representatives of the Member States in view of the crisis situation that INFOPECHE is going through.*»
- To this date, the Report on the Minutes of the 12th Ordinary Session of September 2016 in Abidjan has not yet been signed by the Chairman of the Board of Directors. The reasons given come back to its non-finalization and non-submission of the Report to the signature of the Chairman of the Board by the rapporteur who is the Director of INFOPECHE, as per article 11 in Part III of the Board's internal regulations. It should be noted that the quorum was not reached during this last session because of the delay observed in the preparation and the provision of working documents to be submitted to the Representatives of the Member State.

- Consequently, the Mission recommends that all the resolutions taken during this 12th session, including the one concerning the renewal of the Director's three-year extended term of office, be absolutely regularized during the next session of the Board of Directors, to avoid the risk of being subjected to cancellation for non-compliance as per current board procedures.

3.1.4. Economic

- The Mission noted that the economic situation of INFOPECHE is very worrying because of the persistent difficulties in mobilizing financial resources from annual contributions from Member States as well as income from the provision of services rendered.
- One of the negative consequences of this situation is the gradual decline in the contribution expected from INFOPECHE in its mission of supporting and advising on the fish and fishery products markets, in particular on the market outlets and supply and demand perspectives inside and outside its member states and Africa.
- In a regional context of economic competition, INFOPECHE does not currently have the financial, material and human resources necessary to enable its Management to deploy any strategy, even minimal, to meet its missions.

3.1.5. Socio-political-cultural

- As part of this performance evaluation, the Mission would like to stress the importance of taking into account the socio-political-cultural environment that prevailed in Côte d'Ivoire during the period 2008-2011 and of which the impact was very unfavourable to the operations and implementation of INFOPECHE activities.
- However, it should be noted that since 2012 a visible improvement in the social, political, and cultural context in the host country has been observed, and which is very favourable to the management of INFOPECHE to initiate, develop and implement projects and provide services in favour of member states.

3.2. Organizational capacity

INFOPECHE's organizational capacity was assessed from the perspectives of strategic leadership, human resources, financial management, infrastructure, project management, and links with other organizations.

3.2.1. Leadership strategies

In terms of strategic management, seven key leadership skills are generally identified to enable leaders to think strategically and stay the course even in times of turbulence. This issue leads to the following fundamental questions to be asked in the context of the assessment of strategic leadership capacity: existence or not of good networks to seize opportunities before competitors, ability to question one's ideas, as well as those of others, ability to bring a team with varied profiles to adhere to a common vision and ability to learn from mistakes.

In accordance with the provisions of the Draft General Guidelines for the management of INFOPECHE of April 14, 1994: « *The management of INFOPECHE must be oriented as much as possible towards the commercial aspect, in particular in relation to the services offered to its users; emphasis must be placed on the quality and completeness of the services offered in technical matters, marketing advice, or the provision of general information. Responding to requests is not in itself sufficient, the information given must be complete and immediately usable.* »

The strategic leadership expected from INFOPECHE Management presupposes that actions are carried out in synergy with all stakeholders in the sector, by identifying opportunities and integrating internal and external constraints allowing the Organization to reconcile them with a view to the achievement of its objectives.

- The Mission noted that the INFOPECHE Management currently practices a management style which tends much more towards management of “pending matters”, compared to an expected management style which would be of a more dynamic or even strategic type oriented towards the achievement of the missions of the organization. This state of affairs could find its explanation in the situation of the scarcity of INFOPECHE's financial resources which are likely to inhibit any strategic action of projection towards the future.
- To this end, it must be noted that, whatever the degree of managerial capacity and leadership of the Direction of INFOPECHE, it would be difficult for any manager to implement a strategic management style in the absence of financial means, adequate materials and human resources.
- However, despite the weakness of financial and human resources, there is a dimension of softer strategic leadership which could have been implemented through interpersonal managerial qualities making it possible to ensure, in particular, regular and close contact between senior management of INFOPECHE and the Fisheries Departments of the Member States with a view to making them aware of the difficulties, and to request their involvement in the search for solutions to the difficulties of INFOPECHE.
- Within the framework of relations with associations of fish traders and fishing industries as well as with technical and commercial research institutes, and other international institutions and organizations operating in the sector, a «soft» strategic leadership approach would have been able to generate positive effects contributing to even a marginal improvement in the current situation.
- Furthermore, it should also be noted that no real strategic leadership has been put in place by the INFOPECHE management to deal with the difficulties of retaining and/or motivating recruited staff or executives made available to INFOPECHE by the host country. To this end, our analyses show that certain consultations and other consultation work that could have been carried out by INFOPECHE Experts with certain member countries and partners with needs in the field of INFOPECHE skills have not been sufficiently explored and/or supported by management.
- Strategic leadership also assumes the implementation of a reliable internal and external communication strategy on the financial situation as well as on the activities carried out by management. In this regard, it emerges from our interviews that information does not always circulate transparently within the staff and management of INFOPECHE, often leaving room for rumours or speculation without any real basis. This situation is likely to significantly harm the working atmosphere, in addition to the critical financial situation that INFOPECHE is going through.

3.2.2. Human Resources

In terms of human resources management, the General Guidelines for the management of INFOPECHE (April 14, 1994) stress that: “The effective participation of staff at all levels of the Organization's activity and the inculcation of a great sense of responsibility must be encouraged, with the aim of enhancing the image and efficiency of the organization”. Also, the Final Act (Agreement) of INFOPECHE indicates in its article 10, paragraph 7 that the members of the staff of the Directorate are appointed by the Director of INFOPECHE in accordance with the policy, the general conditions and the orientations defined by the Board of Directors and in accordance with the Staff Regulations. The analyses carried out by the Mission made it possible to make the following findings in the context of the management of INFOPECHE staff.

- It appears that the Directorate of INFOPECHE does not properly apply all the provisions of the current texts, including those provided for in the Staff Regulations. For example, the INFOPECHE Accountant has been recruited by Management since January 2014 on the basis of a one-year contract without any mention of tacit or express renewal. The same Accountant is still in post in March 2020 without any renewal of contract and with significant salary arrears.
- Other frequent departures of staff since 2012 should also be noted, which has negatively impacted the operational capacities of INFOPECHE, already reduced, in the development of projects, consultations and provision of other types of services (training, production of information, technical assistance, etc.) for the benefit of Member States. It is important to note that this high staff mobility is mainly linked to financial reasons (accumulation of unpaid salary arrears), but also to the work environment deemed unfavourable to the development of consultation services and other individual work (training, studies, etc.).
- It was noted that since August 2019 the Management of INFOPECHE no longer has an Assistant Secretary following the resignation, for the reasons mentioned above of the person who held this position.
- The Mission also noted that there is no continuous capacity building program for staff in the INFOPECHE Directorate to anticipate renewal and/or replacement in the event of an unforeseen or planned departure of staff whose role is essential for the minimum functioning of the Directorate. For example, no anticipatory measure for the renewal of two executives (the IT specialist and the INC Review Manager) whose retirement is scheduled for two years has not yet been taken by the Management.
- The Mission noted that the organization chart of the Directorate of INFOPECHE has remained unchanged since December 1991 and is no longer reflecting the optimal configuration desirable in terms of organization and deployment of human resources, given the evolution of the regional context. and international, and its update is necessary.

3.2.3. Financial management

INFOPECHE's financial resources are defined by Article 11 of the Final Act. They include: contributions from member states, income from the provision of remunerated services, grants from states and international organizations, donations and bequests, all other resources approved by the Board of Directors. According to the General Guidelines for the Management of INFOPECHE, *«financial resources must be sought and used wisely»*.

The analyses carried out by the Mission made it possible to outline the following observations in the context of the financial management of INFOPECHE.

- It is important to stress that INFOPECHE does not have a formal strategy for mobilizing resources from Member States' contributions and services. It is not about the Organization's annual action plan and budget, but an internal resource mobilization strategy. The Mission stresses the importance

of putting in place a relevant strategy for mobilizing resources, even during this time of the precarious financial situation.

- Indeed, in the absence of such a strategy, the risk is that the Directorate will be reduced to purely administrative and budgetary management on the basis of the disbursements of the increasingly scarce contributions of its member states for the payment of salary arrears and INFOPECHE operating expenses.
- In terms of accounting, the Mission noted a certain number of shortcomings which could undermine the reliability of INFOPECHE's financial statements:
 - o Failure to apply on a daily basis the Manual of accounting and financial procedures based on a document on the design and installation of an accounting system developed in 1994/1995 by the firm Deloitte Touche Tohmatsu International. In our opinion, while awaiting a possible update of this Manual, the Management of INFOPECHE should ensure that the existing procedures are applied by all;
 - o The use of «pirated» accounting software without an original license with a real loss of computerized accounting data at the end of 2015 and the end of 2018. INFOPECHE Management should pay particular attention to this point given the importance of an exhaustive and reliable bookkeeping system and accurate filing of accounting and financial data;
 - o INFOPECHE's accounting has been done in a single-entry system since 2019, which is absolutely non-compliant with the requirements of accounting law in force in the Republic of Côte d'Ivoire. It appears urgent that the Direction of INFOPECHE regularizes this situation by the acquisition of an accounting management software package with an authentic license. This should be completed by a capacity building training of the Accountant. The filing of accounting and financial documents in general and of fuel vouchers in particular (since 2017) must be quickly updated by INFOPECHE's Accountant.
 - o INFOPECHE does not have a clear mechanism for periodic financial monitoring that can show the statement of quarterly expenditures and cumulative expenditures over a given period. Budget monitoring is not systematic on all the activities and projects executed by INFOPECHE. The cash flow is based on non-accounting statements often kept manually with risks of error.
 - o In relation to these shortcomings, the Mission underlines the need and urgency of a specific action to strengthen the capacities of INFOPECHE's Accountant.
- Various analyses carried out clearly show that INFOPECHE's financial situation is more than critical. Since 2008, the Organization has no longer the financial means for its ambitions and depends largely on the irregular contributions of its Member States, whose cumulative **amount is more than USD 3.1 million in March 2020.**
- Out of the 17 contributing Member States, in March 2020 (see Table 1), only one was up to date (100%) (Angola), followed by Guinea Bissau (78%), Namibia (65%), Senegal (63%), Morocco (61%) and Togo (60%).

Table 1: UPDATED SITUATION OF CUMULATIVE ARREARS OF CONTRIBUTIONS (\$USD) OF INFOPECHE MEMBER STATES
From 1995 to 12 March 2020

N°	Member States	Contributions	Payments	Arrears	% Payments on Contributions
		(In USD)			

1	ANGOLA	220 000,00	220 000,00	-	100%
2	CAMEROUN	329 000,00	164 000,00	165 000,00	50%
3	CONGO-BRAZZAVILLE	375 000,00	7 752,95	367 247,05	2%
4	GABON	300 000,00	82 981,66	217 018,34	28%
5	GAMBIA	230 000,00	5 000,00	225 000,00	2%
6	GHANA	375 000,00	154 420,00	220 580,00	41%
7	GUINEA-BISSAU	230 000,00	180 000,00	50 000,00	78%
8	GUINEA	230 000,00	-	230 000,00	0%
9	LIBERIA	250 000,00	-	250 000,00	0%
10	MOROCCO	460 000,00	280 000,00	180 000,00	61%
11	MAURITANIA	375 000,00	45 000,00	330 000,00	12%
12	MOZAMBIQUE	160 000,00	90 000,00	70 000,00	56%
13	NAMIBIA	220 000,00	143 971,57	76 028,43	65%
14	NIGERIA	500 000,00	159 152,16	340 847,84	32%
15	SENEGAL	480 000,00	300 000,00	180 000,00	63%
16	SIERRA-LEONE	230 000,00	86 316,00	143 684,00	38%
17	TOGO	180 000,00	107 606,20	72 393,80	60%
	GRAND TOTAL	5 144 000,00	2 026 200,54	3 117 799,46	39%

Source: INFOPECHE Accounting - March 2020

Table 2: ESTIMATE OF FINANCIAL NEEDS TO BE MOBILIZED IN EMERGENCY			
Elements	FCFA	EURO	USD @XOF 580
Clearance of salary arrears of national employees (from 2018 to March 2020)	41 679 025	63 539	71 860
Clearance of the Director's salary arrears (from 2018 to March 2020)	47 767 590	72 821	82 358

Clearance of social contributions from the CNPS (National Social Security Fund) - From 2018 to March 2020	17 293 000	26 363	29 816
Retirement indemnity of Tié bi Goué David (Driver) as of December 31, 2020	2 242 116	3 418	3 866
Digitization of all existing INFOPECHE documentation	2 951 807	4 500	5 089
Creation of databases of importers and exporters of fishing products	9 839 355	15 000	16 964
Renewal of obsoleted IT equipment	9 839 355	15 000	16 964
Acquisition of a professional high-speed photocopy machine	7 677 977	11 705	13 238
Contracts to be signed for 18 focal points @ 150 € per month for the collection of information	1 771 084	2 700	3 054
Annual subscription INFOPECHE website and hosting	311 580	475	537
Content Management System (CMS)	1 741 566	2 655	3 003
Acquisition of accounting management software and training of INFOPECHE's accountant	1 311 914	2 000	2 262
Subscriptions to specialized newspapers (INFOFISH)	2 361 445	3 600	4 071
Subtotal	146 787 813	223 777	253 082
Working capital requirements - 6 months	50 000 000	76 225	86 207
Total	196 787 813	300 001	339 289

- In collaboration with INFOPECHE's Management, the financial needs to be mobilized to cover urgently the salary arrears and social charges of the staff and the Director, as well as to acquire equipment to maintain a minimum level of working tool to INFOPECHE was estimated at 339,289 USD as presented above (cf. Table 2).

3.2.4. Infrastructure

Analyses carried out by the Mission made it possible to outline the following observations in the context of the situation of INFOPECHE's infrastructure.

- The Mission noted that the basic infrastructure (premises and technical equipment) meet the standards of international organizations and should allow INFOPECHE to have a comfortable working environment. The Directorate of INFOPECHE has sufficient space in a building equipped with good lighting, clean water and a correct source of electricity provided free of charge by the host Country. The offices are spacious and comfortable despite some minor repair work on the windows as well as the air conditioning system which should be repaired.
- However, it appears necessary to underline the obsolescence of certain computer and office equipment which should be renewed. These include the professional printer for editing INFOPECHE newsletters and other equipment (The Library server computer and office computers).
- The official INFOPECHE website (www.infopêche.org) which is the official and global gateway to the International Organization is currently facing maintenance difficulties following the change of the domain name. To this must be added the non-renewal of the subscription to INFOFISH (which is a sister organization member of the global GLOBEFISH network), to receive important technical data that should allow INFOPECHE, after compilation and analysis of other data sources, to provide up-to-date information on the fish trade and market to its Member States.

3.2.5. Project management

In terms of project management, the General Guidelines for the management of INFOPECHE (April 14, 1994) stress that: « *The management of INFOPECHE must be oriented as much as possible towards the commercial aspect, in particular in relation to the services offered to its clients. users; the emphasis must be on the quality and completeness of the services offered in technical matters, marketing advice, or the provision of general information; responding to queries is not in itself sufficient, the information given must be complete and immediately usable.* »

Analyses carried out by the Mission made it possible to outline the following observations within the framework of the management of INFOPECHE projects.

- The Mission noted a poor match between the projects and other actions proposed for financing by INFOPECHE and the financial and technical requirements of the various financial partners. In this regard, among the 21 projects initiated and developed by INFOPECHE management between the period 2009-2019 and submitted for funding to technical and financial partners, only three (3) projects were accepted and executed by INFOPECHE for an amount total of XOF 10.5 million (approximately USD 21,000). The list of projects initiated and executed by INFOPECHE (*cf. Table 3*) and of all the projects developed and proposed for financing by technical and financial partners are presented below (*cf. Table 4*).

Table 3: LIST OF PROJECTS INITIATED AND EXECUTED BY INFOPECHE FROM 2008 TO MARCH 2020			
Year	TITLE	AMOUNT(FCFA)	PROJECT MANAGER
2014	Market study for the outlets of artisanal fishing products in Ivory Coast	2 509 700	FAO
2016	Support project for the promotion of trade and commercial information of artisanal fishery products	5.080.000	FCWC/COMHAFAT
2017	Updating of information and supporting strategic prescription for connectivity of artisanal fishing products	2.935.000	FAO
Total amount (FCFA)			10 524 700

Table 4: PROJECTS DRAFTED BY INFOPECHE ET PROPOSALS MADE FOR FUNDING FROM 2008 TO MARCH 2020			
	PROJECTS / TRAINING / WORKSHOPS	YEARS	COMMENTS
1	Improving Fish Production in Africa	2008	Project prepared in collaboration with EOMMEX (Hellenic Organization for Small and Medium Enterprises). Not funded due to the crisis in Greece
2	Support project for women in the smoking of fishery products in Africa	2010	Not funded
3	Revitalization of Moroccan exports of small pelagic to African countries: challenges and perspectives	2013	Not funded
4	Training workshop for actors in the Angolan fisheries sector in quality assurance of fishery products	2014	Not funded

5	<i>Project TCP / IVC / 3501: Support for capacity building and regulatory framework for the prevention and reduction of post-capture losses of fishery products in the Ivory Coast</i> <u>Published Report</u> : Market study for outlets for artisanal fishery products (Ivory Coast)	2014	INFOPECHE acted as an executing agency in this FAO project
6	African Tuna Conference	2014	INFOPECHE co-organized the event with ATUNA
7	Conference - African exhibition on Aquaculture	2015	Agreement from the Ghanaian Ministry of Fisheries to host the event, unfunded
8	Access to markets for fishery products within the framework of the WTO (ECOWAS Regional Workshop)	2015	Not funded
9	Analysis of information systems on fisheries products markets in SADC countries (Regional Workshop)	2015	Not funded
10	Conference - African exhibition on Tuna	2016	INFOPECHE co-organized the event with ATUNA
11	<i>FAO project: FMM / GLO / 103 / MUL project "enable women to benefit more equally from agro-food value chains</i> Report published: Updating of information and prescription of a support strategy for connectivity to outlets for artisanal fishery products, 2017	2017	INFOPECHE acted as an executing agency in this FAO project
12	INFOPECHE / FCWC Project: Support Project for the Promotion of Trade and Commercial Information of Fishery Products in West Africa: Case of FCWC Member States	2017	INFOPECHE acted as an executing agency in this project
13	Support project for improving access to international markets for fishery products in West African countries	2017	Not funded
14	Study of the contribution of informal trade in fishery products to household income: the case of cross-border trade flows between Côte d'Ivoire, Ghana and Liberia	2017	Not funded
15	Training workshop upon access to European market and safety of processed fishery products (smoked), LIBERIA	2017	Funded by INFOPECHE
16	Training workshops on access to European markets and the sanitary quality of processed (smoked) fishery products SIERRA LEONE, GUINEA BISSAU	2019	Not funded
17	Current situation of international trade in fishery products in INFOPECHE member countries	2019	Not funded
18	Training workshop on post-harvest loss reduction	2020	Not funded
19	Workshop on aquaculture research in West Africa: what contributions in a context of achieving food security?	2020	Not funded
20	Workshop on the marketing of small pelagic in INFOPECHE member countries	2020	Not funded
21	Support project for the promotion of trade and commercial information in fishery products in West Africa: the case of SRFC member states	2020	Not funded

- The Mission would also like to underline the absence of a project management tool (strategic plan, chronogram of activities, mechanism for monitoring and evaluating actions) at the level of INFOPECHE's Management. There are no periodic reports (quarterly, semi-annually or annually) available that can produce integrated data or information to assess the contribution of projects and

other actions to the achievement of the strategic objectives and to the mission of INFOPECHE. Only documents and reports required during the sessions of the INFOPECHE Board of Directors as well as those requested by the partners who finance certain activities are prepared.

3.2.6. Links with other organizations

Regarding the management of links with other organizations, the General Guidelines for the management of INFOPECHE (April 14, 1994) emphasize the following:

« *The organization belongs to the member countries and must be managed in accordance with their interests by ensuring that:*

- *The Fisheries Directors of member countries command the highest technical level and the INFOPECHE Directorate must maintain the closest contacts with them;*
- *The INFOPECHE management must maintain regular contacts with trade and industry associations to learn about their needs and assess the impact of the efficiency of the services offered;*
- *The Directorate of INFOPECHE should make efforts to consolidate contacts and exchanges with technical and commercial research institutions of member countries as well as chambers of commerce and industry directly or indirectly involved in the fisheries sector;*
- *The Directorate of INFOPECHE can, when the opportunity arises, provide ad hoc assistance to industries and fisheries administration of other non-member African countries. »*

Analyses carried out by the Mission made it possible to outline the following observations in the context of the situation of links with other organizations.

- The Mission noted that there is not a laid down formal framework for consultation between INFOPECHE and other organizations that could initiate, finance, and implement projects and actions that may be related to the work or missions of INFOPECHE. In the absence of a communication and lobbying strategy/plan as presented above, it appears difficult for INFOPECHE's Management to maintain formal communication between itself and other regional partner organizations.
- Apart from a few one-off communication activities that are carried out as part of the conduct of certain activities with partners, no real communication and lobbying action has been implemented so far between INFOPECHE and its peers. This situation is not likely to promote optimal and lasting cooperation with other organizations as prescribed in the Management Guidelines.
- The Mission noted that since 1996, INFOPECHE has signed Memoranda of Understanding (MoU) with ten (10) regional and international organizations in the same sector (*cf. Table 5*). However, it is clear that Management has not yet managed to operationalize and implement them.

Table 5: COOPERATION AGREEMENTS AND MEMORANDUM OF UNDERSTANDING (MOU) CONCLUDED BY INFOPECHE FROM 1996 to 2020

Organizations	Nature of the Agreement	Date of Signature
ONUDI	Cooperation agreement	June 24, 1996
SIPPO	Memorandum of Understanding (MOU)	November 15, 1999
FAO	Cooperation agreement	November 29, 1999
COMHAFAT	Memorandum of Understanding	July 8, 2000
CSRП	Memorandum of Understanding	November 15, 2001
NORAD	Cooperation agreement	June 16, 2003

CFC ⁷	Cooperation agreement	June 16, 2003
GIFHE	Memorandum of Understanding	October 6, 2005
CEBEVIRHA	Memorandum of Understanding	April 12, 2005
FENIP	Partnership agreement	March 6, 2009

3.3. Organizational motivation

The analysis of the organizational motivation of INFOPECHE was made through the prism of its history, its mission and its staff incentives.

3.3.1. History

It is through a Norwegian Project developed and implemented between 1984 and 1991 on the promotion of trade in fish and fishery products in Africa under the direct supervision of FAO that the Intergovernmental Organization for Information and Cooperation for the marketing of fishery products in Africa (INFOPECHE) was designed. It was following the recommendation made by a consultation of legal experts on the end of the said project (*exit strategy*) that the Director General of FAO convened on December 12th and 13th, 1991 in Abidjan, Côte d'Ivoire, a plenipotentiary- conference responsible for examining, with a view to its adoption, a Draft Agreement officially establishing the Intergovernmental Organization for Information and Cooperation for the Marketing of Fishery Products in Africa (INFOPECHE).

^{7 14} Accord ponctuel avec le CFC dans le cadre d'un Projet.

The history of INFOPECHE has been characterized by two major periods: (i) period from 1994-2007 during which the Organization's budget was covered on average to the tune of 85% by income from the provision of services and (ii) the 2008-2020 period when the almost non-existent service provision revenue barely covered 1% of INFOPECHE's operating budget.

- It should be noted here that during the period 1994-2007, the INFOPECHE Management was able to implement operational and commercial strategies so that the income from the provision of services could cover on average 85% of the budget, with already the observation of an accumulation of arrears of contributions from member states.
- During the period 2008-2020, INFOPECHE is moving in a period of operational and financial lethargy following the worsening of the situation of arrears of contributions from member states, to which has been added the virtual non-existence of revenue from services rendered.
- To this end, the Mission considers that any initiative to revitalize INFOPECHE's activities should necessarily involve a strategic and operational redeployment of its commercial activities, given the great scarcity of contributions from the Member States, especially in this period marked by the negative effects of economic and social consequences of COVID-19.

3.3.2. Missions

The provisions of Article 4 of the Final Act specify the missions assigned to INFOPECHE.

- It should be noted that these missions have remained the same since the creation of the Organization in 1991.

- The Mission believes that it would be desirable to update them taking into account the evolution of the regional and international context relating to the provision of information on the market and the marketing of fishery products in Africa and around the world.

3.3.3. Incentives

INFOPECHE has Staff Regulations which outline the main lines of the statutes of similar intergovernmental organizations. To this end, this Statute does not clearly contain practical provisions aimed at encouraging and motivating staff.

- The Mission believes that it would be desirable to incorporate in the long term and as far as possible a performance bonus mechanism for the benefit of the staff as a factor of emulation for the revitalization of the commercial activities of the Organization.

3.4. Evaluation of the organizational performance of the organization

Following the analysis of the main factors of the organizational context, organizational capacity and organizational motivation of INFOPECHE, the Mission has carried out an evaluation of the organizational performance based on criteria of effectiveness, efficiency, relevance, and financial sustainability. The scores assigned to each INFOPECHE performance evaluation criterion are presented below in Table 6.

Table 6: ORGANIZATIONAL EVALUATION OF INFOPECHE PERFORMANCE EVALUATION CRITERIA USED AND RATINGS ASSIGNED		
Performance evaluation criteria	Definition	Rating awarded (From 1 to 5) *
Efficacy	Extent to which the organization's objectives and/or expected results are achieved	2
Efficiency	Measures the ratio that reflects the comparison between the results obtained and the costs incurred to achieve the objectives of the organization.	1
Pertinence	Extent to which an organization's purpose remains valid and relevant to its members.	4
Financial viability	Ability of an organization to maintain an inflow of financial resources that exceeds the outflows.	1

*Note: 1=Poor, 2=Low, 3= Satisfactory, 4=Good, 5=Excellent

3.4.1. Efficacy

- The Mission considers that INFOPECHE has not been able to achieve its expected results in accordance with its main missions prescribed in Article 4 of its Final Act. Since 2008, the Organization has been facing financial difficulties due mainly to the weakness and irregularity of the contributions of its Member States between 2008 and 2020. Furthermore, INFOPECHE's Management was unable to mobilize other sources of revenue from services rendered or revenue from the management of projects that might be developed and implemented by the Organization.
- The high turnover of INFOPECHE's senior staff has negatively impacted the contribution of human resources in the development of projects, consultations, and provision of other types of services (training, production of information, technical assistance, etc.) in favour of member states.
 - **On this basis, the Mission considers that the result of the evaluation of the effectiveness of INFOPECHE is low and deserves a score of 2 on a scale of 5.**

3.4.2.

Efficiency

- The Mission noted that practically since 2008, almost all of INFOPECHE's resources have been used only for administrative expenses, leaving little room for financing the implementation of planned activities.
 - **On this basis, the Mission estimates that the result of the evaluation of the efficiency of INFOPECHE is considered poor during the period 2008-2020 and deserves a score of 1 on a scale of 5.**

3.4.3. Pertinence

- The Mission noted that even if the objectives and missions of INFOPECHE were deemed relevant when it was created in December 1991, it appears necessary to review the relevance of its existence given the evolution of the internal environment and external after about thirty years. INFOPECHE should update its objectives in order to better adapt its missions to the current regional and global context which has undergone profound changes in the classic fields of intervention of INFOPECHE.
- The Mission believes that within *the framework of an objective analysis of the value chain of the fish and aquaculture sector in Africa*, the existence of INFOPECHE could be justified in particular in the following niche: optimal exploitation of export possibilities at inside and outside Africa, providing market intelligence on fishery products, including outlets and supply prospects inside and outside Africa, providing advice on technical innovations, specifications applicable to products, processing methods, and quality standards corresponding to market requirements, assisting in the search for new products and the promotion of low-consumption species and training of administrative staff, institutions, fishing industries to marketing techniques.
- So, subject to: i) updating the objectives and missions of INFOPECHE, ii) more effective involvement of Member States (Administrators) in the governance of INFOPECHE, iii) regularization of arrears and regular payment of contributions from member states, the very existence of INFOPECHE could be justified as well as its relevance.

- **On this basis, the Mission considers that the result of the assessment of the relevance of INFOPECHE is good and deserves a score of 4 on a scale of 5.**

3.4.4. Financial viability

- From analyses carried out by the Mission, it is clear that INFOPECHE's financial situation is more than critical in the short, medium and long term. Indeed, since 2008, the Organization has no longer the financial means for its ambitions. INFOPECHE continues to depend largely on the only very scarce contributions from Member States. Since 2008, INFOPECHE has barely managed to generate income through commercial activities from services rendered.
- The Mission believes that the conjunction of these two issues has undermined any short-term financial viability of INFOPECHE. On the other hand, if urgent and radical measures for deep recovery of the financial situation are not taken by the Board of Directors of INFOPECHE, its long-term financial viability would be equally seriously jeopardized.

- **On this basis, the Mission considers that the result of the assessment of the financial viability of INFOPECHE is poor and deserves a score of 1 on a scale of 5.**

4. SYTHESIS OF OBSERVATIONS AND RECOMMENDATIONS

Results of the evaluation of the organizational performance show that the general situation of INFOPECHE is quite critical from almost all the angles analysed. The Mission was able to outline to a certain point the findings and observations which are presented below.

4.1. On the political, institutionally and governance plans

Specific recommendations are also proposed with the aim of considerably improving the difficult situation of INFOPECHE. If they are accepted by the Board of Directors, their implementation reveals as an urgent matter in order to prevent INFOPECHE from sinking into a state of permanent lethargy which could seriously compromise its very existence as an international intergovernmental organization.

4.1.1. On the political plan

The Mission noted that the strong political will which then animated the 13 Member States at the time of the creation of INFOPECHE in December 1991 in Abidjan has seriously weakened over time and does not appear to be as obvious nowadays, at least, for a large part of the INFOPECHE member states. This situation has resulted in particular in the virtual absence of a genuine commitment necessary and vital to find a consensual political solution to this critical situation that INFOPECHE is facing.

- To this end, the Mission recommends that the Board of Directors include on the agenda of its next session, a frank debate on the root causes of the increasing lack of interest of certain Member States to the monitoring of the governance of INFOPECHE and the payment of contributions, in order to provide adequate solutions.

4.1.2. At institutional level

After analysis of the existing institutional mechanism, and in order to give greater visibility and efficiency within the framework of the governance of INFOPECHE,

- the Mission considers that due diligence should be initiated by the Board of Directors of INFOPECHE in order to have access to the highest possible decision-making body, like similar organizations in Africa.
- To this end, the Mission recommends that the Board of Directors include on the agenda of its next session, a point on the introduction into its institutional mechanism, of a regular and statutory meeting of the Council of Ministers of the States. Members as the decision-making body of the Organization which could be held every two years.

4.1.3. In terms of governance

The Mission noted a number of important weaknesses that should be corrected in the context of improving the governance mechanism within INFOPECHE. This concerns in particular the effectiveness of the mandate granted to the Representatives of Member States to the Board of Directors, which does not always allow them to fully use the prerogatives associated with it. The situation of the absence of a quorum during the sessions of the Board of Directors as well as the notion of "consensus" which still prevails in the absence of a quorum, requires a frank and objective debate to be opened on this point. The same is true of the situation of rotation of the Member States at the chairmanship of the Board of Directors of INFOPECHE.

- To this end, the Mission recommends that the Board of Directors include on the agenda of its next session, a debate on the probative value of the mandate granted to the Representatives of Member States as well as on the need to update the texts. in force to better understand the issue of «*quorum*» as well as the notion of «*consensus*» to validate certain actions outside the texts.
- The Mission also recommends that all resolutions taken during the 12th session of the Board of Directors, including the one concerning the renewal of the Director's three-year term of office, be regularized during the next session of the Board of Directors, subject to cancellation for noncompliance with current provisions.

4.2. At the level of organizational capacity

4.2.1. In terms of strategic leadership

The Mission noted that the INFOPECHE Directorate is *currently managing day-to-day affairs*, in particular, because of the weakness of its financial resources which are likely to inhibit any type of strategic leadership.

- To this end, the Mission recommends that, despite the weakness of financial and human resources, the management of INFOPECHE be able to ensure a more dynamic strategic leadership dimension by implementing interpersonal managerial qualities allowing the overall improvement of the management of the Organization.

4.2.2. In terms of human resources

The Mission noted a number of weaknesses in the management of INFOPECHE's human resources. This concerns in particular the administrative keeping of staff employment contracts, the supervision and retention of staff, the establishment of a continuing training program, as well as the updating of the Organization chart.

- To this end, the Mission recommends that INFOPECHE's Management take concrete actions aimed at the regularization of pending employment contracts, anticipation of the renewal of vacant positions, better internal and external communication with all stakeholders, putting in place a more participatory and dynamic approach of working relations with staff as well as a proposal to update the current organization chart which could be part of a more general revision of the texts of the organization.

4.2.3. In terms of financial management

The Mission reported certain weaknesses in INFOPECHE's financial management: absence of a formal resource mobilization strategy, computerized bookkeeping, use of laid down management procedures manual, and strengthening of Accountant's capacity.

- To this end, the Mission recommends that INFOPECHE's Management take concrete actions aimed at the urgent regularization of these shortcomings.

It is clear from the analyses carried out by the Mission that the financial situation of INFOPECHE is more than critical, with a cumulative amount of arrears of contributions from Member States which amounted to more than 3.1 million USD in March 2020.

- To this end, the Mission recommends that INFOPECHE's Board of Directors urgently initiate an effective awareness-raising communication action to the attention of the Member States on the critical financial situation of INFOPECHE by proposing a mechanism for regularization and realistic payment of arrears of contributions, adapted and specific to each Member State.
- The Mission recommends to the Board of Directors of INFOPECHE to urgently take all the necessary measures with the Member States, to release an estimated amount of 339,289 USD to cover the urgent social needs of INFOPECHE (salary arrears and social charges staff and the Director) as well as to acquire needed equipment to maintain a minimum working tool at INFOPECHE.

4.2.4. In terms of project management

During the period 2009-2019, the Mission noted weak adequacy (3 projects having succeeded out of 21 proposed, i.e. 14%) between the projects and other actions proposed by INFOPECHE and the financial and technical partners' requirements.

- To this end, the Mission recommends that INFOPECHE's Management take concrete actions to strengthen the capacities of concerned senior staff in terms of preparation, formulation, and implementation of projects calling for international funding.

4.2.5. Links with other organizations

The Mission noted shortcomings in terms of collaboration and exchanges with other organizations as evidenced by: non-existence of a formal framework for consultation between INFOPECHE and other organizations, absence of external communication and lobbying strategy, difficulty in operationalizing the cooperation agreements already signed. (MoU).

- To this end, the Mission recommends to the management of INFOPECHE the implementation of concrete measures aimed at the formalization of a dynamic consultation framework, accompanied

by an external communication and lobbying strategy as well as the effective operationalization and implementation of MoU already signed.

5. PROPOSALS OF SCENARIOS/OPTIONS TO IMPROVE THE SITUATION OF INFOPECHE

5.1. Introduction

According to Article 10 paragraph 6 of the Final Act, the Board of Directors of INFOPECHE, if it deems it useful, may request that the Director and the Deputy Director of INFOPECHE be persons placed at the disposal of the organization by a State, an international organization or any other competent institution in the matter.

Thus, on the basis of this article 10 and in accordance with the terms of reference of the Mission, it is expected that the ECOWAS Experts will make proposals for scenarios/options to improve in a sustainable, effective, and efficient manner the functioning and financial viability of INFOPECHE.

- In view of the very critical situation of INFOPECHE, the Mission proposes the urgent establishment of a transitional phase, with a duration not exceeding 12 months. The overall objective of this transition phase would be to initiate, develop and implement concrete short-term actions aimed at a profound institutional, organizational and operational reform of INFOPECHE, on the basis of the recommendations formulated by the Mission and with the expected and desirable participation of all stakeholders (Member States, technical and financial partners, private sector, cooperatives of sector professionals, NGOs, etc.).
- The mission has made suggestions on proposed scenarios for the operationalization of actions to be carried out during the transitional phase. The advantages and constraints related to each scenario have been presented in order to allow the Board of Directors to choose in full knowledge of the facts the most suitable and most realistic in relation to the current situation of INFOPECHE.

5.1.1. Scenario 1: Transition assured by FAO

For this first scenario, the one-year transition phase is provided by the FAO (Food and Agriculture Organization of the United Nations). This option has its advantages and constraints.

Advantages

- FAO is an international organization which has contributed to the establishment of INFOPECHE. It has a solid experience in assisting and supporting regional organizations in its area of expertise.
- The fact that all INFOPECHE member states are also members of FAO could allow for better dynamic consultation in the implementation of actions during the transition period.
- Certain technical support instruments within FAO, such as the Memorandum of Understanding (LoA) and/or the Technical Cooperation Program (TCP), could be activated and mobilized, at the

request of INFOPECHE member states, to financially support the implementation of the recommended actions during this transitional period.

- FAO has a great capacity to mobilize high-level experts who could possibly ensure interim management of INFOPECHE during this transition period as well as specialist consultants for the implementation of urgent actions identified.
- Finally, it is important to remember that FAO is the depositary of the Final Act of the INFOPECHE Agreement comprising all the instruments of ratification or accession which are deposited with the Director- General of FAO. This can be seen as an advantage but at the same time a commitment on the part of FAO to support INFOPECHE during this critical period.

Constraints

- It is important to allow for a reasonable time frame for the preparation of the formal request to be made to FAO by the Chairman of the Governing Council.
- It is important to have the effective support and involvement of all INFOPECHE Member States in the preparation of technical instruments (LoA and/or TCP) and in supporting the implementation of this scenario.

5.1.2. Scenario No.2: Transition ensured by an INFOPECHE Member State

Under this second scenario, the one-year transition phase is provided by a member state of INFOPECHE.

Advantages

- The choice of a Member State champion of INFOPECHE to ensure the implementation of the actions selected during the transition could be an advantage in terms of sensitizing and mobilizing the other Member States.
- This Member State could, as part of its annual budget programming, make certain senior executives available to INFOPECHE as well as material and financial resources for the implementation of the actions selected during the transition period.

Constraints

- There is a risk of mismatch between the managerial positions to be filled and the qualifications of the managers proposed to be made available to INFOPECHE.
- There is a risk linked to the institutional and budgetary instability of the Member State which could cause delays in achieving the expected results during the transitional period.
- There is a risk of a lack of effective cooperation with other INFOPECHE member states in supporting this transition, in terms of their contribution to the budget for the transition period and beyond.

5.1.3. Scenario No.3: Transition ensured by the current INFOPECHE Department

Under the third scenario, the one-year transition phase is carried out by the current INFOPECHE's Management.

Advantages

- The current INFOPECHE's Management has in-depth knowledge of the difficulties, with the advantage of better understanding the causes and origins of these difficulties.
- Built-in experience could thus be a considerable advantage in the implementation of urgent actions identified within the framework of this transition.

Constraints

- The shortcomings identified in the performance evaluation about acting INFOPECHE's Management, including the low level of strategic leadership, are likely to call into question the feasibility of this scenario.
- Weaknesses related to limited consultations, internal and external communication of the Management with all the other stakeholders, in particular with the Member States, is likely to call into question the plain and full cooperation of these to the feasibility of this scenario.

6. CONCLUSION

The evaluation of the organizational performance has shown that INFOPECHE, created in December 1991, is still relevant as an organization even if its objectives and mission must be reviewed and adapted to the evolution of the current context.

INFOPECHE is an African Intergovernmental Organization which is still very important for its Member States. Cooperation in the area of marketing and market information for fish and fishery products is very important in the sustainable development of fisheries and aquaculture for the fight against poverty and food and nutritional insecurity in Africa.

However, this evaluation has also highlighted a very difficult situation that INFOPECHE has been facing since the 2010 with very low effectiveness, poor efficiency and very poor financial sustainability. This difficult situation does not allow INFOPECHE to provide the services expected from these Member States today.

The root causes and problems associated with this very critical situation of INFOPECHE have been examined and described in this evaluation of performance. The scarce and irregular financial contributions from Member States and the lack of revenue from services rendered are identified as the main causes which did not allow INFOPECHE's Management to regularly accomplish its mission during the period 2009-2020.

To this, we must add a real problem of strategic leadership at the level of INFOPECHE's Management. Their managerial and technical capacity is very low and may not allow the delivery of the expected services. No strategy of mobilization of other resources other than the weak contributions of the Member States was developed and the projects developed and submitted for financing neither

correspond to the needs of the technical and financial partners nor respect their financial and technical requirements.

In terms of regional cooperation, very few joint programs have been developed and implemented with other similar regional organizations, even with those that INFOPECHE has already signed a Memorandum of Understanding (MoU).

As far as governance of INFOPECHE is concerned, the Mission noted that adequate measures were not implemented to anticipate and prevent certain weaknesses observed. Members of the INFOPECHE Board of Directors should have exercised a close control (6 months to 1 year) to examine and validate the annual activity reports of the Directorate of INFOPECHE, to verify the audited accounts and give guidance to the Director on the implementation of decisions of the Board of Directors. The Representatives of Member States to the Board of Directors have not always used control and monitoring mechanisms at their disposal to overview the management of the Directorate in order to detect the first signs of this current difficult situation.

Recommendations made as part of this INFOPECHE’s evaluation of organizational performance are based on the facts observed during the mission. Their implementation as part of a transition less than one year could significantly and quickly improve the current very difficult situation of INFOPECHE. The implementation of this transition and the judicious and consensual choice by the Member States of scenario among those proposed will be essential to the success of the revitalization of the Intergovernmental Information and Cooperation Organization for the Marketing of Fishery Products in Africa.

7. ANNEX

7.1. ANNEX 1: Agenda of the INFOPECHE Performance Assessment Mission

Dates/Location	Activities (timetable)	People met
Monday 9, March 2020	Arrival in Abidjan	
Tuesday 10, March 2020	Courtesy visit to the Cabinet (9:00-9:30)	Minister or Chief of Staff of the Ministry
	Briefing Meeting (9:30-10:30)	Mr Inspector General of MIRAHI for having chaired the last board of directors of INFOPECHE
	Meeting with the management of INFOPECHE and provision of relevant documents for the mission (11:00-13:00)	Mr. The Director of INFOPECHE and his collaborators
	Lunch break (13:00-14:00)	

	Beginning of working sessions with the INFOPECHE management on the relevant documents (14:00-17:00)	Mr. The Director of INFOPECHE and his collaborators
Wednesday 11, March 2020	Courtesy and briefing visit to the Directorate of Fisheries and Aquaculture of Côte d'Ivoire (9:00-10:30)	Director General of Fisheries and Aquaculture
	Courtesy and briefing visit to the FAO office in Abidjan (11:00-12:00)	Mr Representative and Colleagues of FAO in Côte d'Ivoire
	Assessment of the staff status and the Organization chart (12:00-13:00)	Head of Human Resources Department
	Lunch break (13:00-14:00)	
	Individual interview with technical, administrative and financial staff (14h00-17h00)	INFOPECHE Staff
Thursday 12, Mars 2020	Assessment of the financial and accounting situation of the Organization (9:00-13:00)	Head of the Financial and Accounting Department
	Lunch break (13:00-14:00)	
	Assessment of the institutional, organizational and functioning of the INFOPECHE Directorate (14:00-17:00)	Mr. The Director of INFOPECHE and his collaborators
Friday 13 Mars 2020	Preparation of the aide-memoire on the preliminary results of the organizational diagnostic mission (9:00-13:30)	INFOPECHE Directorate
	Debriefing meeting and presentation of the Aide-Mémoire (15:00-17:00)	Ministry of Animal and Fishery Resources
	End of Mission	

7.2. ANNEX 2: List of people met

No.	Name	Function	Institution	Email	Telephone
1	Dr Zoumana Anlyou MEITE	Cabinet Director	Ministry of Animal and Fisheries Resources (MAFR)	mirahcab@yahoo.fr	+225 20 22 99 27 +225 20 21 34 10
2	Dr Sirima DIAWARA	Inspector General	Ministry of Animal and Fisheries Resources (MAFR)	sirimadiawara@yahoo.fr	+225 07 09 04 60
3	Dr Helguilè SHEP	Director Fisheries and Aquaculture	Ministry of Animal and Fisheries Resources (MAFR)	sheguile@yahoo.fr	+225 07 61 92 21 +225 21 35 61 69
4	Dr KILJ DJOLAUD	Head of Studies	Ministry of Animal and Fisheries Resources (MAFR)		+ 225 07 78 87 17
5	Mrs Lydia KASSA OUAÏTARA	Head of Programs	FAO	lydia.KassaNtumba@fao.org	+225 47 66 25 11
6	Mr. Mahama ZOUNGRANA	Policy Officer	FIRST/FAO	mahama.zoungwana@fao.org	+225 67 31 28 04

7	Mr. KOUAME BIVOKO	Program Coordinator	FAO	bivoko.Kouame@fao.org	+225 51 10 09 18
8	Mr. Aboubakar KONE	IPC-AO Administrator	FAO	aboubakar.Kone@fao.org	+225 09 59 03 27
9	Mr. Toussaint D. YAO MELEDJE	Expert National Agribusiness	FAO	meledjeyaotoussaint@gmail.org	+225 57 20 25 65
10	Mr. Mohamed El MALAGUI	Director	INFOPECHE	elmalagui@hotmail.fr	+225 07 86 60 44
11	Mrs. TRAORE FOUNGNIGUE EPSE DJIRE	Fisheries and aquaculture officer	INFOPECHE	tfonie@yahoo.fr	+225 07 13 12 43
12	Mr. Jean KABORE	IT manager	INFOPECHE	kabore@hotmail.com	+225 08 47 50 31
13	Mr. Calice DIGRE ARRIKO	Translator	INFOPECHE	arriko.calice@gmail.com	
14	Mr. Ibrahima SORO	Webmaster	INFOPECHE	ibsoro@gmail.com	+225 47 16 50 50
15	Mrs. Lamine YEO	Marketing Assistant / Library Manager	INFOPECHE	laveo57@gmail.com	+225 08 05 77 21
16	Mr. Abdoulaye Gnafé KONE	Financial and Administrative Manager	INFOPECHE	gnafkone@yahoo.fr	+225 57 58 18 17

7.3. ANNEX 3: List of documents consulted

Title of Document	Author	Place and date
Draft General Directives for the management of the Organization First session of the INFOPECHE Board of Directors	INFOPECHE	Abidjan, 13 & 14 April, 1994
Status of contribution arrears from member countries from 1995 to 2020	INFOPECHE	Abidjan, 12 March, 2020
Financial reports for fiscal year 2012 to 2014	INFOPECHE	Abidjan, September 6, 2016
Report of the meeting of Ministers. Work and recommendations of the 2 nd extraordinary session of the INFOPECHE Board of Directors	INFOPECHE	Abidjan, September 29, 2010

Provisional report of the 12 th ordinary session of the Board of Directors of INFOPECHE	INFOPECHE	Abidjan, September 6, 2016
Report of the 10 th ordinary session of the INFOPECHE Board of Directors	INFOPECHE	Abidjan, 17 April, 2008
Report of the 11 th ordinary session of the Board of Directors of INFOPECHE	INFOPECHE	Rabat (Morocco), 19 & 21 December, 2011
Audit report. Year ended December 31, 2007	Continental Audit	Abidjan, April 8, 2008
INFOPECHE organization chart	INFOPECHE	Abidjan, 13 & 14 April, 1994
INFOPECHE Trade News - African Edition	INFOPECHE	Abidjan, March 7, 2020
Draft INFOPECHE Staff Regulations	INFOPECHE	Abidjan, April 13 & 14 ,1994
Studies and Conferences carried out by INFOPECHE	INFOPECHE	
Agreement establishing INFOPÉCHE	President of the Republic of Côte d'Ivoire	Abidjan, July 13, 1994
Law n ° 94-332 of June 9, 1994 authorizing the President of the Republic to ratify the Agreement establishing INFOPECHE made in Abidjan on December 13, 1991	President of the Republic of Côte d'Ivoire	Abidjan, June 9, 1994
Decree No. 94-333 of June 9, 1994 ratifying the Agreement establishing INFOPECHE	President of the Republic of Côte d'Ivoire	Abidjan, June 9, 1994
Official Gazette of the Republic of Côte d'Ivoire	Services of the Official Journals of the Republic of Côte d'Ivoire	Abidjan, 28 July 1994
List of projects carried out from 2008 to March 2020	INFOPECHE	Abidjan, March 2020
List of cooperation agreements and memorandum of understanding concluded by INFOPECHE	INFOPECHE	Abidjan, March 2020
List of INFOPECHE 2008 -2020 Projects	INFOPECHE	Abidjan, March 2020
Cumulative arrears of contributions from INFOPECHE member countries from 1995 to March 12, 2020	INFOPECHE	Abidjan, March 2020
Individual situation of member country contributions from 1994 to 2019	INFOPECHE	Abidjan, March 2019
Situation of subsidies from Côte d'Ivoire to INFOPECHE from 2012 to 2016	INFOPECHE	Abidjan, September 2016
General situation - Salaries of INFOPECHE staff from August 2018 to March 2020	INFOPECHE	Abidjan, March 2020
General situation - Social debts of INFOPECHE staff from August 2018 to March 2020	INFOPECHE	Abidjan, March 2020
Estimation of the financial needs of INFOPECHE to be mobilized urgently	INFOPECHE	Abidjan, March 2020
Report on the Design and Installation of an Accounting System Developed in 1994/1995 by Deloitte Touche Tohmatsu International	Deloitte Touche Tohmatsu International Cabinet	Abidjan, 1994/1995