



INTERGOVERNMENTAL ORGANISATION FOR MARKETING INFORMATION
AND COOPERATION SERVICES FOR FISHERY PRODUCTS IN AFRICA

**INFOPÊCHE'S
STRATEGIC DEVELOPMENT
PLAN
(SDP-INFOPÊCHE 2027-2031)**

November 2025

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SUMMARY

INFOPÊCHE's Strategic Development Plan (SDP) for the period 2027-2031 provides a coherent programming framework for the revitalization and modernization of this intergovernmental organization comprising 18 African states. Its formulation, characterized by a participatory approach, aims to extricate the institution from the deep crisis it has faced since 2007, marked by financial instability and weak operational capacities. It is based on a clear vision. ***to make INFOPÊCHE a sustainable and effective intergovernmental organization, recognized as an African leader in information, advice and cooperation for the responsible development of fisheries and aquaculture products, based on innovation, quality of service and the satisfaction of member states and partners.***

The situational assessment, based on a rigorous SWOT analysis, highlights that despite recognized expertise and a solid legal foothold within the global *FISH INFONetwork*, the organization faces major challenges such as outdated technology and irregular statutory contributions. Ten strategic priorities have been identified to guide this transformation, including access to trade information, modernization of governance, youth and women's employability, and resilience to climate change.

To meet these challenges, the SDP is structured around three major strategic objectives.

- The first aims to strengthen governance through the modernization of the legislative framework, the updating of procedures and the diversification of funding sources;
- The second area concerns the information system, with the implementation of an intelligent data (AI) platform to provide real-time market analysis;
- Finally, the third area focuses on technical support to member countries, aimed at increasing the competitiveness of African fishery products on international markets.

The global cost of implementing this policy is estimated at **three billion eight hundred and ten million CFA francs (3,810,000,000 FCFA)** over five years. This financing is based on a mixed model involving mandatory contributions from Member States, support from Technical and Financial Partners (AU, EU, AfDB, FAO), and, innovatively, the development of own revenue from specialized services such as the sale of market research, training and technical advice, and the recovery of arrears in contributions from Member States, amounting to 1,868,303,125 FCFA.

The institutional coordination framework will be structured into guidance and implementation mechanisms to ensure rigorous annual planning and monitoring and evaluation. The success of INFOPÊCHE depends on several key factors, both institutional and operational. These factors are essential to ensure the sustainability of interventions and the achievement of concrete results. These include, among others:

- Political and institutional commitment of member states;
- Mobilization and effective management of financial resources;
- Involvement of partner institutions in the implementation of activities;
- Effective monitoring and evaluation of activities;
- Enhanced visibility and communication;
- Institutional advocacy

1. BACKGROUND AND RATIONALE

The Intergovernmental Organization for Marketing Information and Cooperation Services for Fisheries Products in Africa (INFOPÊCHE) began in 1984 as a project initially called the Regional Information and Advisory Service on the Processing and Marketing of Fisheries Products for Africa. This project subsequently evolved into an Intergovernmental Organization for Marketing Information and Cooperation Services for Fisheries Products in Africa following the Conference of Plenipotentiaries of the Governments of the 13 represented States, held on December 12 and 13, 1991, in Abidjan. INFOPÊCHE comprises 18 member states: Angola, Cameroon, Congo, Côte d'Ivoire, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Morocco, Mauritania, Mozambique, Namibia, Nigeria, Senegal, Sierra Leone, and Togo. Côte d'Ivoire, the host country, holds the Presidency of the Governing Council.

Since 2007, INFOPÊCHE has faced enormous and increasingly critical financial and operational difficulties due to irregular payments of contributions by member states. This has been compounded by the near absence of its own revenue from services. This increasingly critical situation led the Minister of Animal and Fisheries Resources of the Republic of Côte d'Ivoire, in his capacity as Chairman of INFOPÊCHE's Governing Council, to request support from the Economic Community of West African States (ECOWAS) in the form of a consultant to INFOPÊCHE to prepare the necessary prerequisites for its revitalization. Following this request, two ECOWAS experts were appointed to a mission in Abidjan to assess the situation, the nature, and the extent of INFOPÊCHE's needs. The organizational performance diagnosis that emerged from this evaluation mission carried out from March 9th to 13th, 2020 revealed that the general situation of INFOPÊCHE is quite critical from virtually all angles analyzed.

Furthermore, during the third extraordinary session of the Governing Council held online on February 4th, 2021, several important decisions were taken by the Member States. These include (i) the revision of INFOPÊCHE's mandate to take into account the evolving economic and institutional environment of fisheries and technological innovations, (ii) the revision of regulatory texts to adapt them to the new context, (iii) the development of a five-year strategic plan for INFOPÊCHE's future, and (iv) the opening of a two-year transition period to negotiate the normalization of the organization and the resumption of its activities.

Furthermore, following a workshop organized from 06 to 07 May 2024 at Golden Palace Hotel (Grand-Bassam – Côte d'Ivoire) by the FAO Regional Office for Africa (FAORAF) on the theme « **supporting the revitalization of the Intergovernmental Organization for Marketing Information and Cooperation Services for Fishery Products in Africa (INFOPÊCHE)** », several recommendations were made, including the development of a five-year strategic plan which will take into account the global context on cooperation for the marketing of fishery and aquaculture products.

It is in accordance with these recommendations made by both parties that the INFOPÊCHE Directorate initiated the process of developing a five-year strategic plan called the INFOPÊCHE Strategic Development Plan (2027-2031), with the support of the Directorate of Planning, Statistics, and Programs of the Ministry of Animal and Fisheries Resources (DPSP).

This strategic plan serves as the framework for INFOPÊCHE's activities over the next five years. It sets out the directions to be followed and the objectives to be achieved, in accordance with its mission to translate into action the commitment expressed by member states to work together to ensure that the fisheries and aquaculture sector has the necessary conditions for its sustainable development, so that it can contribute substantially to the economic and social progress of member countries.

It takes into account international and regional concerns regarding the sustainable development of the fisheries and aquaculture sector and the international context marked by profound changes and an even greater awareness of the climate dangers threatening the oceans and inland waters.

2. PRESENTATION OF THE FISHERIES AND AQUACULTURE SECTOR IN AFRICA

Africa has a maritime territory of approximately 13 million square kilometers. This corresponds to the Exclusive Economic Zones (EEZs) under the jurisdiction of coastal and island states (**Jean Jaurès Foundation**).

The fisheries and aquaculture sector offers many benefits to African countries in terms of income, employment, and overall contribution to food security, socio-economic growth, and value creation.

In 2022, total fisheries and aquaculture production amounted to 13.1 million tons, representing 6% of global production. This sector accounts for approximately 1.4% of African GDP and employs nearly 6.2 million people in the primary segment (fishers and fish farmers). Africa represents 10% of global employment in this sector.

The fisheries and aquaculture sector in Africa involves 10 million people. In many of these countries, fishing activity is threatened by declining resources, destructive fishing practices, ecosystem degradation, and conflicts between different fishing groups. Added to these numerous risks are now climate change, which is leading to profound changes in exploitation and the sustainable management systems that must be adopted.

The majority of catches in marine and inland waters are consumed either fresh or processed using traditional methods (salted, dried, or smoked). Traditional processing is preferred when consumption centers are located far from landing sites. Industrial processing is limited and faces various constraints related to energy, high production costs, and quality standards, particularly for products destined for European markets.

In Africa, the apparent consumption of aquatic animals was 13.1 million tons, reflecting a per capita consumption of 9.4 kg. Although there is significant variability between countries, and despite high consumption of aquatic foods in several countries, the regional average is the lowest in the world. Even with low per capita consumption, aquatic animal foods provide significant percentages of nutrients and 18% of animal protein in Africa, a figure higher than the global average, demonstrating the key role of aquatic foods in food security and nutrition in the region.

In 2022, the sector produced 92.3 million tonnes, comprising 11.3 million tonnes from inland fisheries and 81 million tonnes from marine fisheries. Despite the growth of aquaculture, capture fisheries remain a vital source of aquatic animal production.

Aquaculture in Africa offers numerous opportunities for entrepreneurs interested in the sustainable development of marine resources, food security, and job creation. The sector faces challenges such as pollution, a lack of market knowledge about farmed products, high costs of fingerlings and feed, and the cost of electricity.

The fisheries sector is threatened by overfishing, illegal fishing, non-selective practices, and the impacts of climate change, which are leading to a decline in fish stocks. Subsidies to foreign fleets and inadequate governance exacerbate these problems.

3. PRESENTATION OF INFOPÊCHE

3.1. Creation

Following the successful launch and operation of the regional INFOPESCA project in Latin America and the INFOFISH project in Asia, the Food and Agriculture Organization of the United Nations (FAO) considered establishing a similar project in Africa in 1982. However, no funding had yet been secured at that time. To attract donor interest, the FAO approached the Norwegian government, promoting an image of success and positive impact from existing projects, with the aim of facilitating funding for the African project.

In 1983, a meeting was held in Norway with Norwegian authorities, who expressed their interest in implementing the project in Africa. A formal proposal was then submitted to FAO headquarters in Rome.

A few months later, Norway agreed to fund the first phase of the project, called INFOPÊCHE. Discussions were initiated with several African governments to finalize a hosting agreement. Côte d'Ivoire, and more specifically the city of Abidjan, was chosen as the project site. The Ivorian government agreed to host INFOPÊCHE and provide office space and support staff.

In 1984, the project was officially launched under the supervision of the FAO, with funding provided by the Norwegian Agency for Development Cooperation (NORAD). It was initially called the “Regional Information and Advisory Service on the Processing and Marketing of Fisheries Products for Africa.”

As part of the project's exit strategy, a consultation with legal experts recommended the creation of a permanent intergovernmental organization. In response, the FAO Director-General convened a conference of plenipotentiaries on December 12 and 13, 1991, in Abidjan. Thirteen (13) Member States were represented and, within the framework of the Final Act, examined the draft agreement formally establishing the Intergovernmental Information and Cooperation Organization for the Marketing of Fisheries Products in Africa (INFOPÊCHE). The founding documents are held in the FAO archives.

INFOPÊCHE currently comprises 18 African countries, including 10 ECOWAS member states. The organization's headquarters are located in Abidjan, Côte d'Ivoire. Law No. 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 INFOPÊCHE.

Like Côte d'Ivoire, 13 other member states have also ratified the agreement. The table below lists these countries:

Table 1 : Agreement for establishing the Intergovernmental Organization for Marketing information and Cooperation Service for Fishery products in Africa (13 December 1991)

N°	COUNTRY	Enter into force	Ratification *	Simple Signature
1	Cameroon	Feb 18, 1994	Feb 18, 1994 [2]	
2	Congo	Ju 12, 1995	Ju 12, 1995 [2]	
3	Côte d'Ivoire	Sep 16, 1994	Sep 16, 1994 [1]	Dec 13, 1991
4	Gambia	Ju14, 1994	Ju 14, 1994 [1]	Dec 13, 1991
5	Ghana	Mar 8, 1995	Mar 8, 1995 [2]	
6	Guinea	Dec 29, 1992	Dec 29, 1992 [2]	
7	Guinea-Bissau	Dec 23, 1993	Apr 7, 1993 [1]	Dec 13, 1991
8	Liberia	Dec 23, 1993	Nov 9, 1993 [1]	Nov 6, 1993
9	Morocco	Jul 24, 2006	Jul 24, 2006 [1]	Dec 28, 1992
10	Mauritania	Ju 2, 1995	Ju 2, 1995 [1]	Dec 13, 1991
11	Namibie	Dec 30, 1996	Dec 30, 1996 [2]	
12	Nigeria	Apr 1 1, 1995	Ap 1 1, 1995 [1]	Dec 13, 1991
13	Sierra Leone	Dec 23, 1993	Dec 23, 1993 [2]	
14	Senegal	Dec 23, 1993	May 28, 1993 [2]	

*[1] Ratification [2] Adhesion [3] Acceptation/Approbation [4] Succession [5] Consent to be bound [6] effective signature

<https://www.ecolex.org/fr/details/agreement-for-the-establishment-of-the-intergovernmental-organization-for-marketing-information-and-cooperation-services-for-fishery-products-in-africa-infopeche-tre-001388/participants/?type=treaty&sortby=newest&q=j>

Since then, INFOPÊCHE has been an integral part of the global information and cooperation network for the marketing of fishery products, or FISH INFONetwork (FIN). This global information network is coordinated by GLOBEFISH, based in the Fisheries and Aquaculture Department at FAO headquarters in Rome, Italy.

Frame

FISH INFONetwork is an initiative coordinated by the FAO through GLOBEFISH, bringing together six (6) regional centers (INFOPÊCHE, INFOSAMAK, INFOPESCA, INFOYU, INFOFISH, and EUROFISH) specializing in market analysis for fisheries and aquaculture products. It aims to strengthen regional capacities, promote trade transparency, and facilitate South-South cooperation in the fisheries and aquaculture sectors.

The FISH INFONetwork plays a key role in connecting industry, governments, and International Fish Trade Cooperation Organizations. Its functions include providing information on international fish markets and trade, conducting market research, organizing training in marketing and quality assurance, and implementing projects for donors. This global network aims to improve the handling and marketing of fishery products, particularly in developing countries.

In the late 1990s, INFOPÊCHE recognized that it was not adequately meeting the needs of the English-speaking countries of Southern Africa, members of the Southern African Development Community (SADC). This realization coincided with the development of the SADC Fisheries Protocol, which emphasized trade, investment, and the integration of the FAO Code of Conduct for Responsible Fisheries. In response to the growing interest in a regionally tailored information and advisory service, INFOPÊCHE proposed the establishment of a regional office.

Two factors motivated the choice of Windhoek, Namibia, as the office's headquarters: Mozambique and Namibia's dual membership in both SADC and INFOPÊCHE, and SADC's institutional weakness in fisheries matters. Following approval by the INFOPÊCHE's Governing Council, funding was requested from NORAD, with significant support from the Namibian government. In 2001, a cooperation agreement was signed between the Namibian Ministry of Fisheries and Marine Resources and INFOPÊCHE. In May 2003, Norway granted three-year funding to establish the INFOSA unit.

The project aimed to strengthen the artisanal fisheries sector in Southern Africa, reduce poverty, and promote the sustainable use of fisheries resources. The INFOSA office opened in Windhoek in 2003, but operations began gradually.

The director of INFOPÊCHE provided political oversight, while a team leader managed operation. Each SADC member country appointed a National Liaison Officer (NLO), forming a Technical Advisory Committee to advise on project activities. FAO provided oversight and technical support. The NLOs were essential to the success of the project's early years. However, over time, due to a lack of sustained funding for its secretariat, INFOSA had to cease operations.

3.2. Objectives

According to Article 3 of the Final Act, INFOPÊCHE's objectives are:

- a. To contribute to the development and modernization of the fisheries sector of the contracting parties;
- b. To contribute to more balanced supplies of fishery products among the contracting parties;
- c. To make best use of export opportunities within and outside Africa; and
- d. To promote technical and economic cooperation among the contracting parties.

3.3. Missions

Article 4 of the Final Act specifies the missions assigned to INFOPÊCHE. These are to:

- a. Marketing information on fishery product, including sales opportunities and supply prospects within and outside Africa;
- b. Advice on technological development, product specifications, processing methods, and quality standards in accordance with market requirements;
- c. Assistance in identifying new products and promoting under-utilized species;
- d. Training of staff in governments, institutions, and fishing industries in marketing development.

3.4. Governance

The governance of INFOPÊCHE is based on a well-organised institutional structure, designed to ensure strategic coordination, operational steering and the involvement of Member States. The figure below represents the organizational chart of INFOPÊCHE.

3.4.1. Board of Directors

The Governing Council is the supreme decision-making body of INFOPÊCHE. It comprises representatives appointed by each member state and is responsible for defining the organization's political and strategic directions. It approves the annual budgets and ensures the proper implementation of programs and activities.

The Governing Council is currently chaired by Mr. Sidi Tiémoko Touré, Minister of Animal and Fisheries Resources of the Republic of Côte d'Ivoire. In this capacity, he plays a leading role in the organization's governance, notably by facilitating the mobilization of contributions from member states, overseeing key decisions, and supporting institutional transitions.

The Governing Council benefits from the support of an institutional technical task force, composed of experts from member countries such as Angola, Côte d'Ivoire, Morocco, Senegal, and Sierra Leone. This team provides targeted technical assistance to INFOPÊCHE's management, particularly during periods of recovery or restructuring.

INFOPÊCHE is structured around this Governing Council and an Executive Management team, ensuring operational coordination and the implementation of decisions adopted by the Member States.

The Governing Council is responsible for:

- To determine the policy of INFOPÊCHE and approve its program of work and its budget;
- To determine the contributions of Member States as provided in Article 11;
- To establish special funds for the development of new programs and projects;
- To lay down general standards and guidelines for the management of INFOPÊCHE including the fees to be charged for its services;
- To review the work and activities of INFOPÊCHE and the audited accounts, and give guidance to the Director of INFOPÊCHE on the implementation of its decisions;
- To adopt the financial regulations;
- To elect its chairman and other officers, appoint the Director of INFOPÊCHE and, if necessary, a Deputy Director and to terminate their appointment;
- To adopt rules governing the settlement of disputes, referred to in article 17;
- To approve formal arrangements with other organizations or institutions and with governments;
- To adopt the staff regulations which fix the general conditions of service of the staff;
- To establish if it deems appropriate, sub regional offices;
- To establish technical committees whenever necessary to advise it on specific issues; and
- To perform all other functions that have been entrusted to it by this agreement or that are ancillary to the accomplishment of the approved activities of INFOPÊCHE.

3.4.2. Direction of INFOPÊCHE

Management is ensured by a Director appointed by the Board of Directors, in charge of the daily management of the organization. This position is currently occupied by **Mr. AKAFFOU Atsé Casimir Éric**, who ensures program management, technical coordination with partners and staff supervision. He is also responsible for representing the organization with regional and international partners.

The term of office of the Director is three (03) years, renewable by decision of the Board of Directors. He is the legal representative of INFOPÊCHE and as such he directs its activities under the guidance of the Governing Council, in accordance with the policies and decisions of the latter. He is responsible for :

- To present to the Governing Council, at each of its ordinary sessions, a report on the activities of INFOPÊCHE, as well as the audited accounts and a draft work program for INFOPÊCHE and a draft budget;
- Prepare and organize the Governing Council's meetings and all other INFOPÊCHE meetings. Attend these meetings and provide secretarial support;
- Appoint staff members in accordance with the policies, general terms and conditions, and guidelines established by the Governing Council and in compliance with the staff regulations.

The Directorate comprises a multidisciplinary team of nine (9) employees and two retired who were retained by the Directorate. This team ensures the operational implementation of activities, the production of commercial data, the training of stakeholders, and the organization of regional seminars and workshops.

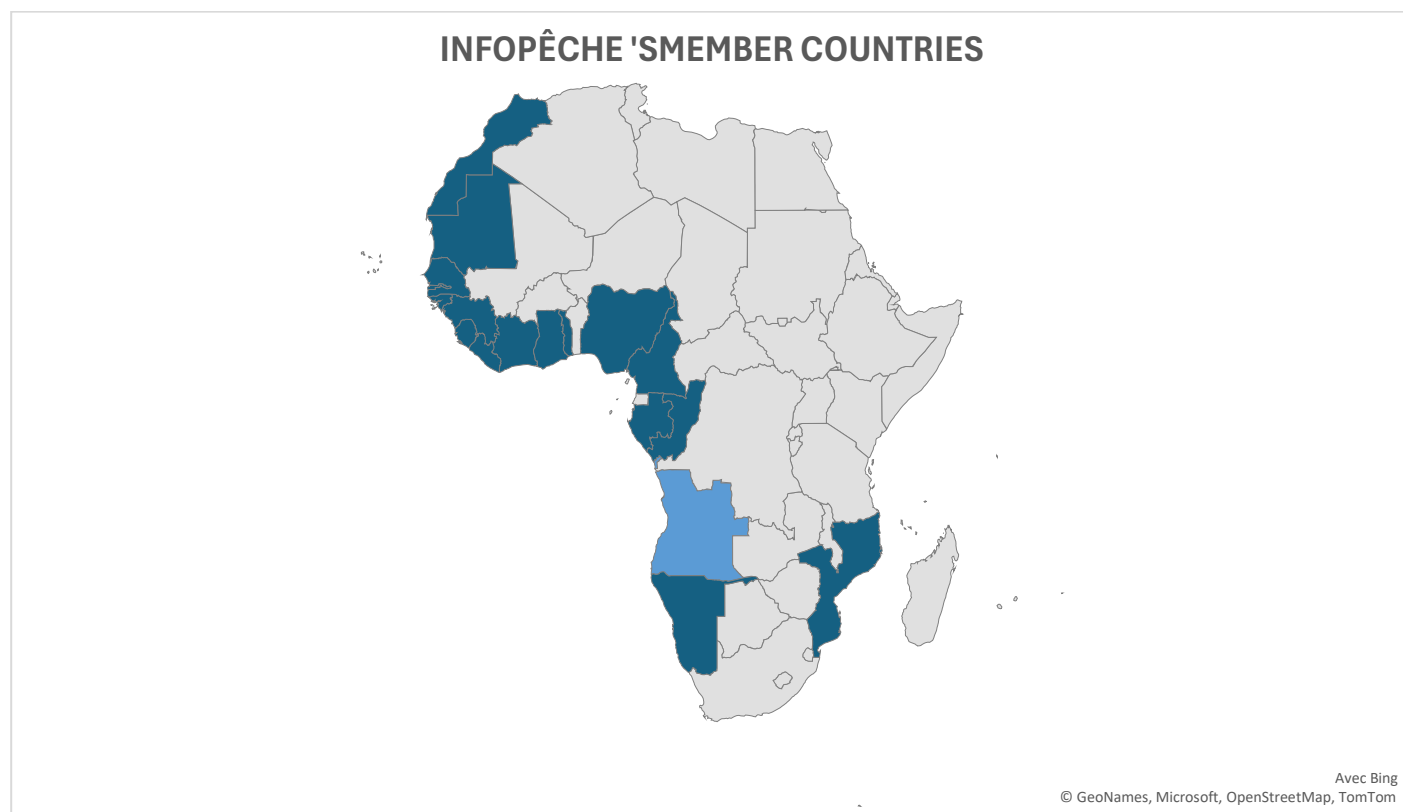
3.4.3. Key Actors and Stakeholders

INFOPÊCHE collaborates primarily with its Member States, regional and international organizations, as well as private sector and research actors.

3.4.3.1. Member States

These are the African countries that fund and engage in INFOPÊCHE's activities, playing a key role in its governance and operations. They are: Angola, the Republic of Congo, Côte d'Ivoire, Cameroon, Gabon, The Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mauritania, Morocco, Mozambique, Namibia, Nigeria, Senegal, Sierra Leone, and Togo.

Figure 1 : Carte représentative des États membres d'INFOPÊCHE



3.4.3.2. Partnerships

INFOPÊCHE collaborates closely with a range of key partners. Since 1996, INFOPÊCHE has signed Memoranda of Understanding (MoUs) with eleven (11) regional and international organizations in the same sector.

Table 2 :

Cooperation agreements, memoranda of understanding (MoUs) and accession agreements concluded by INFOPÊCHE from 1996 to 2022

Organisations	Nature of the Agreements	Date of signature
ONUDI	Cooperation Agreement	24-June-96
SIPPO	Memorandum of Understanding (MOU)	15-Nov-99
FAO	Cooperation Agreement	29-Nov-99
COMHAFAT	Memorandum of Understanding	08-Jul-00
CSRP	Memorandum of Understanding	15-Nov-01
NORAD	Cooperation Agreement	16-June-03
CFC	Cooperation Agreement	16-June-03
GIFHE	Memorandum of Understanding	06-Oct-05
CEBEVIRHA	Memorandum of Understanding	12-Apr-05
FENIP	Partnership Agreement	06-March-09
INFOPÊCHE-ORGP	Memorandum of Understanding	22-Feb-2015
APRIPAAS	Accession	19-Sept-2022

3.4.3.2.1. Institutional and technical partners

Food and Agriculture Organization for the United Nations (FAO)

FAO is a crucial partner for INFOPÊCHE, acting as the depository of its Final Act and offering technical assistance and strategic advice.

- **Ministerial Conference on Fisheries Cooperation between African States Bordering the Atlantic Ocean (COMHAFAT / ATLAFCO)**

This regional Organization is an institutional actor which participates in coordinating and cooperating in fishery sector in Africa.

As for the stakeholders, they include several organisations which contribute to achieve the objectives of INFOPÊCHE. They are :

- **Research Institutions and NGO**

These entities contribute through field study, projects for development and awareness actions, which strengthen the know-how of INFOPÊCHE.

- **Private sector**

Fishery industries, including vessels owners and processors are the stakeholders which take advantage of strategic information and technical assistance offered by INFOPÊCHE.

- **Professionnal Organisations**

Some Associations such as the West African Fisheries Policy Network (REPAO) and the West African Association for the Development of Artisanal Fisheries (ADEPA) are important partners, representing the interests of fisheries stakeholders and the development of sector policies.

- **Funders**

Although not specified directly, external funders are essential stakeholders, as INFOPÊCHE actively seeks funding from other sources to support its activities and reforms.

3.4.4. Financial Resources

INFOPÊCHE's financial resources are defined by Article 11 of the Final Act. They include:

- Member State contributions to INFOPÊCHE's budget;
- Revenue from the provision of paid services, including: subscriptions to INFOPÊCHE publications, the sale of information, paid advertising in INFOPÊCHE publications, and consultant fees for technical services;
- Grants from States and international organizations;
- Donations and bequests, provided that the acceptance of such donations and bequests is compatible with INFOPÊCHE's objectives;
- All other resources approved by the Board of Directors and compatible with INFOPÊCHE's objectives.

Table 1: Contribution of the member States for the five last years

The total annual contribution of the member countries amounts to 112 500 000 XoF (FCFA)

Contribution	2021	2022	2023	2024	2025
Expected Contribution	112 500 000	112 500 000	112 500 000	112 500 000	112 500 000
Contribution recieved	35 000 000	30 000 000	17 500 000	15 000 000	30 000 000
Pourcentage of contribution recieved	31%	27%	15%	13%	27%

Based on the figures, the percentage of contributions from Member States varies from 13% to 31%. These figures demonstrate the irregularity in the payment of Member States' contributions to INFOPÊCHE's operating budget.

4. DIAGNOSIS AND SITUATIONAL ANALYSIS OF INFOPÊCHE

4.1. Current situation: observations from the ECOWAS's evaluation mission

4.1.1. At the organizational context level

4.1.1.1. At the political level

INFOPÊCHE has enjoyed legal existence since 1994, the year, it was registered and published in the official gazette of the Republic of Côte d'Ivoire. It is governed by regulatory texts such as the Agreement and the internal regulations.

The political will that was displayed by the member states at its inception has waned over time and is no longer as evident today, resulting in a near absence of the necessary and vital commitment to finding and implementing a political solution to the critical situation facing INFOPÊCHE.

The political will of the host country, the Republic of Côte d'Ivoire, is clearly expressed through the numerous efforts undertaken by the Chairman of INFOPÊCHE's Governing Council to find lasting and credible solutions to the very difficult situation the Organization has been experiencing since 2008.

4.1.1.2. At the Institutional level

The Conference of Plenipotentiaries of the Governments of the 13 States represented from December 12 to 13, 1991 in Abidjan, adopted in its Final Act, a Draft Agreement establishing INFOPÊCHE and the original texts of which are deposited in the FAO archives. Law No. 94-334 of June 9, 1994 authorized the President of the Republic of Côte d'Ivoire to ratify the Agreement of December 13, 1991, creating INFOPÊCHE. So at the institutional level:

INFOPÊCHE is recognized as a full member of the global information network coordinated by GLOBEFISH based at the Department of Fisheries and Aquaculture at FAO headquarters in Rome, Italy.

4.1.1.3. In terms of Governance

INFOPÊCHE has two (2) bodies to ensure its operation: the Governing Council and the Management Team. The Governing Council is the strategic guidance and decision-making body. However, the Representatives of Member States on the Governing Council have not always used all the review, monitoring, validation, and management guidance mechanisms stipulated in the regulations within the scope of their duties as governing body.

There is also an irregularity in the holding of INFOPÊCHE's Annual Governing Council meetings. In fact, since 2008, only three ordinary sessions have been held: on April 17, 2008, in Abidjan; on December 19 and 20, 2011, in Rabat (Morocco); and on September 6, 2016, in Abidjan. A 2nd extraordinary session was held on September 29, 2010 in Abidjan, the 3rd extraordinary session was held on February 4, 2021 by videoconference, the progress report on the implementation of the online transition phase was published on March 6, 2024 and a 4th extraordinary session was held on July 17, 2025 by videoconference.

4.1.1.4. On the economic and financial level

INFOPÊCHE's financial situation is very concerning due to persistent difficulties in mobilizing financial resources from annual contributions from member states and revenue from paid services. One negative consequence of this situation is the gradual decline in INFOPÊCHE's expected contribution to its mission of supporting and advising on fish and seafood markets, particularly regarding market opportunities and supply and demand prospects both within and outside its member states and across Africa.

4.1.2. At the organizational capacity level

4.1.2.1. Strategic leadership

The management of INFOPÊCHE currently employs a management style that leans much more towards day-to-day operations, compared to the expected dynamic or even strategic approach focused on achieving the organization's mission.

The management of INFOPÊCHE has not implemented any real strategic leadership to address the difficulties in retaining and/or motivating staff recruited or managers seconded to INFOPÊCHE by the host country.

4.1.2.2. Human resources

Frequent staff departures have been observed since 2012, negatively impacting INFOPÊCHE's already limited operational capacity in project development, consultations, and the provision of other services (training, information production, technical assistance, etc.) to Member States. There is no ongoing capacity-building program for INFOPÊCHE Directorate staff to anticipate the renewal and/or replacement of personnel whose role is essential for the Directorate's minimum functioning, whether due to unforeseen or planned departures. Furthermore, the INFOPÊCHE Directorate's organizational chart has remained unchanged since December 1991 and no longer reflects the optimal configuration for the organization and deployment of human resources, given the evolving regional and international context. Updating the chart is therefore necessary.

4.1.2.3. Financial management

INFOPÊCHE lacks a formal strategy for mobilizing resources from member state contributions and service fees. In the absence of such a strategy, management is reduced to purely administrative budget management based on the increasingly infrequent disbursements of member state contributions to cover salary arrears and INFOPÊCHE's operating expenses.

INFOPÊCHE lacks a clear mechanism for periodic financial monitoring that could highlight quarterly and cumulative expenditures over a given period. Budget monitoring is not systematic across all activities and projects carried out by INFOPÊCHE. Cash-flow is based on off-balance-sheet statements, often manually maintained, with the risk of errors.

Since practically 2008, the organization has lacked the financial resources to achieve its ambitions and is largely dependent on the highly irregular contributions of member states, the cumulative amount of which — including arrears — exceeds **3.736.606, 25. USD on 31 December 2025.**

4.1.2.4. Project management

A poor match was observed between the projects and other actions proposed for funding by INFOPÊCHE and the financial and technical requirements of the various financial partners. Of the 21 projects initiated and developed by INFOPÊCHE's management between 2009 and 2019 and submitted for funding to technical and financial partners, only three (3) projects were accepted and implemented by INFOPÊCHE for a total amount of 10.5 million FCFA (approximately USD 21,000).

4.1.2.5. Collaborations with other Organizations

There is no real formal framework for consultation between INFOPÊCHE and other organizations which initiate, finance and implement projects and actions that may be linked to the work or missions of INFOPÊCHE. The INFOPÊCHE Management does not always manage to maintain formal communication between itself and other regional and international partner organizations. Apart from some one-off communication activities which 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 INFOPÊCHE and its peers. Since 1996, INFOPÊCHE has signed Memoranda of Understanding (MoU) with eleven (11) regional and international organizations in the same sector. However, it is clear that management has not yet managed to operationalize and implement them.

There is no truly formal framework for consultation between INFOPÊCHE and other organizations that initiate, fund, and implement projects and actions related to INFOPÊCHE's work or missions. INFOPÊCHE's management is not always able to maintain formal communication with its other regional and international partner organizations.

Aside from occasional communication activities undertaken in the context of certain activities with partners, no real communication or lobbying efforts have been implemented between INFOPÊCHE and its peers to date. Since 1996, INFOPÊCHE has signed Memoranda of Understanding (MoUs) with eleven (11) regional and international organizations in the same sector. However, it is clear that management has not yet been able to operationalize and implement them.

4.2. INFOPÊCHE's Strengths, weakness, opportunities and threats Analysis

The analysis of INFOPÊCHE's situation identified internal and external factors, described in the following table. This analysis is reflected in a SWOT matrix.

Table 3 : Strengths, Weakness, Opportunities and Threats

STRENGTHS	WEAKNESS
• Status as a recognized African intergovernmental organization specializing in fisheries information • Long-standing network of expertise in the collection, processing, and dissemination of data on fisheries and aquaculture products • Established relationships with member states, regional institutions (AU-IBAR, COREP, FCWC, ATLAFCO etc.), and international partners (FAO, UNIDO, AfDB, etc.) • Existing basic infrastructure (headquarters, IT equipment, database) • Regional recognition that can facilitate access to technical and financial partnerships • Recognized expertise in disseminating reliable fisheries information for sector planning • Neutral and credible position with public and private stakeholders • Existence of a Board of Directors representing member states	• Limited human resources • Poor renewal of technical skills • Limited budget and dependence on often irregular statutory contributions • Limited mobilization of external funding • Need for digitalization • Non-operational INFOSTAT platform • Failure to deliver all services planned by the Organization • Service offering still limited compared to current market needs (economic intelligence, e-commerce, traceability, real-time statistics) • Low visibility among partners • Infrequent Board meetings • Outdated Organization mandate

OPPORTUNITIES	THREATS
• Continental dynamics around food sovereignty, blue growth, and the valorization of aquatic products • Strong demand for reliable data for private investment and public planning • Emergence of new regional markets with the African Continental Free Trade Area (AfCFTA) • Development of digital tools for data dissemination and online training • Growing willingness among technical and financial partners to support structuring regional initiatives • Potential for integration into continental projects (e.g., the AU-IBAR Animal Resources Information System (ARIS)) • Transition towards a sustainable blue economy and more resilient value chains • Opportunity to integrate sustainability, gender, and youth issues into the services offered	• Growth of other national or regional structures producing fisheries and aquaculture data • Volatility of public funding and dependence on the economic situation of Member States • Technological lag in the adoption of modern data collection and processing tools • Risks related to cybersecurity and data loss • Proliferation of actors with similar mandates that could dilute INFOPÊCHE's role • Weak political commitment from some Member States • Impacts of climate change on fisheries resources and fishing and aquaculture activities • Risk of marginalization if INFOPÊCHE does not align with new continental priorities (climate, inclusion, digitalization)

5. STRATEGIC DEVELOPMENT GUIDELINES FOR INFOPÊCHE

Vision

« To become a sustainable and effective intergovernmental organization, recognized as an African leader in information, advice and cooperation for the responsible development of fisheries and aquaculture products, based on innovation, quality of service and the satisfaction of member states and partners».

5.2. Critical Challenges of INFOPÊCHE

In an environment marked by globalization of trade and increased market competition, INFOPÊCHE is called upon to strengthen its role as a catalyst for the commercial development of fishery products in Africa. To achieve this, several structural challenges must be addressed:

5.2.1. Strengthening the service offer

Processing, import-export, and distribution companies, investors, public administrations, and funding agencies are all seeking reliable data, relevant market analyses, and support services tailored to their needs. INFOPÊCHE must therefore respond to this growing demand with innovative, customized, and accessible services.

5.2.2. Ensure real-time availability of data

Market responsiveness demands up-to-date and accurate information. INFOPÊCHE must implement an integrated business intelligence system capable of continuously collecting, processing, and disseminating data on flows, prices, consumption trends, and business opportunities in key African markets..

5.2.3. Ensuring the sustainability and reliability of information collection

The sustainability of the information system relies on strong partnerships with national, regional, and international institutions. It also requires sustained investment in strengthening human and technical capacities to ensure the quality, regularity, and credibility of the data produced.

5.2.4. Maintaining up-to-date databases

Lists of stakeholders by country are essential tools for business networking, targeted prospecting, and value chain analysis. Regular updates reflect sector dynamics and guide the business strategies of public and private actors.

5.2.5. Mastering the regulatory frameworks of member countries

The diversity of health, customs, tax, and trade regulations poses a major challenge to the smooth flow of trade. INFOPÊCHE must structure a comprehensive and up-to-date database of regulations by country in order to secure cross-border operations and promote regional harmonization.

5.2.6. Becoming a continental platform of reference

To fully realize its ambition, INFOPÊCHE must strengthen its institutional visibility, improve the interoperability of its information systems, develop high-performance digital platforms, and cultivate an active network of national correspondents. This dynamic will position INFOPÊCHE as a key player in fisheries business intelligence in Africa.

5.3. INFOPÊCHE Development Policy Options

5.3.1. Scenario analysis

5.3.1.1. Scenario 1 : Consolidation of gains and revival

5.3.1.1.1. Key Objective

Revitalizing INFOPÊCHE by strengthening its institutional, technical and financial foundations to ensure its sustainable recovery.

5.3.1.1.2. Advantages

• **Low-cost implementation**

The actions implemented in this scenario will primarily aim to consolidate existing achievements and improve the organization's services without expanding them. Furthermore, a better allocation and optimization of resources can be expected, drawing on lessons learned from past management. From this perspective, these actions will not require significant resources, which will also facilitate their mobilization and strengthen the organization's competitiveness.

• **Stability and security of the organization**

The scenario aims to consolidate achievements, ensuring stability. The organization will then be able to leverage these achievements through promotional activities with partners and members, thereby strengthening its security on the international stage. Similarly, the organization will be able to plan for the future with a long-term vision, taking into account its adaptation to the constantly changing environment.

Rapid improvement in the quality and accessibility of information

Based on the fact that the organization has information resources, improving or strengthening these resources will ensure the quality and accessibility of this information and will also improve the organization's performance and profitability.

• **Good acceptance by partners**

En considérant que la variation des ressources sera modérée, il sera plus facile d'obtenir l'adhésion des partenaires et des pays membres.

• **Strengthening the team's technical skills**

It appears as one of the key drivers of this scenario because it determines the quality of the organization's offering in terms of the support it can provide to its partners. The organization will therefore need to use high-performance digital tools as well as improve existing ones.

Improving Informed Decision-Making

The fact that all INFOPÊCHE member states are aware of the organization's difficulties and the need for restructuring could allow for better dynamic consultation and improve decision-making.

5.3.1.1.3. Limits

• **Limited impact outside the current area**

The scenario does not aim to extend the organization's action beyond its initial area; we can observe a framework that is too narrow for its interventions, so it is clear that its impact will be limited if the necessary measures are not taken.

- **Partial response to new market expectations**

The scenario's objective limits its ambitions; thus, we can observe that actions aimed at innovation will be limited or reduced, so we can expect a limited response to new market expectations

- **Inability to adapt to change**

If market expectations fall outside the scope of the vision outlined in this scenario, the organization may find itself unable to adapt to change.

- **Difficulty in attracting and retaining talent**

Limited resources could also be a barrier to attracting talent.

5.3.1.1.4. Risks

- **Risk of stagnation in the medium term**

A lack of a vision for expansion could lead to instability if the organization fails to demonstrate creativity in adapting to changes or current needs. It may find itself limited in its service offerings and risks stagnation or even inertia due to a lack of dynamism in the face of industry evolution.

- **Loss of opportunities at the regional level**

The limitations imposed by this less ambitious, albeit cautious, scenario could impact the organization's range of offerings, potentially causing it to miss out on opportunities even at the regional level. However, this risk could be mitigated if appropriate measures are identified and implemented.

Risk of being overtaken by market developments

This risk can arise if the organization is not adapted to take into account market needs.

5.3.1.1.5. Expected results

The choice of scenario could allow us to predict a number of outcomes, essentially identified as follows:

- **More reliable and efficient services**

Learning from its past, the organization could focus its efforts on service offerings by using effective tools and methods, thereby ensuring the reliability and efficiency of its services.

- **Strengthening its role as a regional information hub**

With the aim of playing a full regional role in providing information on the fisheries and aquaculture sector, the organization could strengthen its role by adopting a highly pragmatic approach towards member states and partners. Furthermore, it could reinforce its strategic position.

- **Increased stability**

The foundation of this scenario is the consolidation of achievements and the strengthening of operations. This would necessarily increase the organization's stability by ensuring it has control over all the levers of its development, allowing it to plan for the long term.

The organization's performance, linked to quality, service reliability, resource optimization, and adaptation to market needs, will inevitably lead to overall organizational performance in a context of assured recovery. Offerings that meet the needs and requirements of partners will be likely to satisfy stakeholders.

- **Clear positioning**

The vision presented in the scenario is clear because it prevents the organization from dispersing its energies and resources. This will confirm its credibility with stakeholders and ensure continued competitiveness

5.3.1.2. Scenario 2 Regional Expansion

5.3.1.2.1. Key Objective

Expand the range of services and increase regional influence.

5.3.1.2.2. Advantages

- **Increases the organization's visibility and influence**

This scenario aims to expand the organization's activities to a regional level, which will require more resources. Given the resources that will be deployed, communication efforts will increase the organization's visibility and influence through the quality of its offerings. However, this remains contingent on the successful mobilization of additional resources.

- **Meets the sector's new needs (studies, observatories, competitive intelligence)**

Given the resources that will be deployed in this scenario, the organization could adapt to the sector's needs.

- **Generates new revenue streams through diverse services**

This scenario offers increased resource capacity, enabling the organization to diversify its revenue streams by innovating with the integration of new services. Furthermore, the organization will be able to access new markets and clients that were previously inaccessible.

- **Acquisition of new skills and innovations**

This advantage stems from the organization's increased resource capacity, which will now provide it with substantial means commensurate with its ambitions. Thus, the variety of services, taking into account the sector's new challenges, will inevitably attract the interest of a diverse range of partners, including existing ones.

- **Strengthening Brand and Reputation**

Strengthening resources and operations in line with its ambition will enhance the organization's reputation through rigorous resource management. Furthermore, the organization will benefit from a strengthened and diversified regional partnership network.

5.3.1.2.3. Limits

- **Requires greater financial and human resources**

The regional ambition envisioned by this scenario requires significant resources. Given the difficulties the organization faces, particularly financial ones, mobilizing additional resources may prove futile and hinder its progress.

- **Risk of dispersion if resources are insufficient**

The regional expansion envisioned in this scenario presupposes a broad scope of action for the organization, but it is not clear that the resources are commensurate with this ambition, which could lead to a dispersion of financial efforts.

- **Need for better coordination with member states**

Member states will necessarily have to embrace the idea of extending the organization's actions to a regional level. This suggests that better coordination at their level to harmonize viewpoints is essential. A lack of buy-in at their level could lead to insufficient resources.

- **Lack of qualified staff**

The expansionist ambition is compatible with the availability of competent and qualified personnel for the technologies and methods it requires. Recruiting new specialists to meet new market needs is a necessity. However, the organization could unfortunately face a skills shortage in very specific areas, which will compromise its performance.

- **Limited Market Knowledge**

Without an up-to-date market study, the organization could venture into an unfamiliar market in a highly competitive environment, given the size of the area, which could limit its competitiveness.

- **Logistical Complexity**

The size of the area, particularly its regional scope, and the variety of services the scenario implies will require complex logistics that could limit the organization's efforts, especially since additional resources will be needed.

- **Control and Monitoring Difficulties**

By expanding its operations to a larger area, the organization will need to implement more rigorous control and monitoring, which could be one of the challenges.

- **Investments in New Services and Monitoring**

New investments will be necessary to meet the challenges of such an ambitious undertaking. The organization's ability to invest in these new services will determine the success of its expansion strategy.

5.3.1.2.4. Risks

- **Risk of Dilution of Efforts**

Without sufficient resources to support its expansionist strategy, the organization's efforts may prove to be ineffective.

- **High Financial Costs of Structures**

Increased operational complexity increases communication and management of the various subsidiaries or regional branches.

- **Dispersion of Efforts and Organizational Overload**

At a regional level, the organization will have to adapt its operations and the size of its structures, thereby increasing management needs and efforts. The risk of organizational overload and a dispersion of efforts is a concern. Similarly, a loss of control and responsiveness may result.

- **Increased Competition with Other Regional Institutions**

The regional space implies a larger market and the existence of new competitors. The organization's expansionist strategy in this scenario must take this into account the deploying resources accordingly, provided that the resources are sufficient to meet the new needs.

- **Weakening of existing resources**

By requesting additional contributions from member countries, as will be the case in this scenario, the risk of non-payment of contributions cannot be ruled out, given the organization's history. Consequently, resources may no longer keep pace with the development of regional activities. This will lead to several other risks, such as the exacerbation of internal problems, managements issus, or existing problems that the organization intends to address.

- **Loss of focus on core objectives**

Expansionary ambitions may not align with the organization's fundamental objectives, which could be lost sight of in the medium term. The organization's attention will be diverted, leading it to stray from its core goals.

- **Lack of coherence and specialization**

The proliferation of offerings or services will require perfect coordination of the organization's expansionist policy; without this coordination, actions will be developed in an unstructured manner. Furthermore, the specific requirements necessitate having the necessary skills in-house, hence the need for very specific qualifications.

- **Brand dilution and loss of control**

This risk stems from the wide range of services or offerings the organization will want to provide in such a scenario. The risk of no longer stabilizing or securing its brand or its area of expertise lies in this versatility, which will make the organization's actions more general and unproductive. At the same time, it is not certain that the organization will be able to adapt its offerings to regional specificities.

Failure of the expansion strategy

This results from a mismatch between available resources and the ambition expressed in this scenario. It represents the worst risk an organization faces when revisiting the difficulties that hampered its operations a few years after its creation. Such a risk can lead to the organization's demise, as it will have lost its gains without managing to expand its activities beyond its initial area of operation.

5.3.1.2.5. Expected results

- **Increased Visibility**

This result aligns with the ambition outlined in the scenario. The extensive communication efforts undertaken by the organization will increase its visibility, and the regional scope of its actions will position it as a key player at the regional level.

- **Development of Innovative Services for States and Private Operators**

The resources deployed in this scenario will necessarily involve services that were not previously included in the organization's offerings. These new services, undoubtedly designed to meet the needs of member states and private operators, will have the advantage of attracting more people to the organization. This will create new opportunities to explore and will undoubtedly lead to an increase in clients and revenue.,

5.3.1.3. Scenario 3 : Continental Pole

5.3.1.3.1. Key Objectives

Positioning INFOPÊCHE as a center of excellence continental

5.3.1.3.2. Advantages

- **Strategic Positioning on an African Scale**

Implementing this scenario grants the organization a strategic position on the continent; however, this assumes that resource mobilization has met expectations. This position also strengthens the organization's competitive advantage.

- **Ability to attract International Funding**

The organization's continental positioning will allow it to interact with several organizations operating across the continent, enabling it to participate in international capital mobilization efforts.

- **Influence on Continental Policies**

If the scenario gains the support of member states and the necessary resources are mobilized, the organization will be able to influence fisheries and aquaculture policies by providing reliable and up-to-date information through a dynamic and structured digital platform.

- **Access to new markets and revenue**

Previously untapped markets will become accessible to the organization, which now has a diverse range of offerings that meet specific customer needs and adapt to evolving requirements. From this perspective, the organization can expect to see its revenue increase.

5.3.1.3.3. Limits

- **Very high mobilization of resources and infrastructure**

This highly ambitious scenario requires significant resources. The organization will need to convince member countries to adopt this option, as an increase in contributions will be considered to meet the needs.

- **Requires a high level of governance and partnership**

At the continental level, reforms will need to be considered, and a restructuring of the organization will need to be initiated to take into account its continental dimension. The organization's governance will also need to reflect this.

- **Ambition that may exceed available resources**

If the resources mobilized do not meet expectations or are insufficient, there will be insufficient financial capacity, and therefore, achieving the scenario's objectives will be unattainable.

- **Complex logistics**

The scenario of a continental vision for the organization requires complex and adapted logistics, without which the organization will be unable to carry out its activities.

The organization's communication and information system must be commensurate with its continental ambitions. This requires more complex technology than in a regional or local context.

- **Opening of sub-regional offices**

Effective management of the organization in a continental context may necessitate offices, with the associated additional operating and equipment costs.

- **Mobilization of innovative financing (public-private partnerships, donors)**

Diversifying resources will be a challenge for the organization in this scenario. The organization will need to rely on its ability to persuade and mobilize resources other than membership fees. Innovative resource mobilization strategies will be required.

5.3.1.3.4. Risks

- **Lack of knowledge of new markets**

Without prior market research, the organization will find itself in uncharted territory, and the needs and realities of the market will be unknown. A continental-scale market study is essential for implementing such a scenario.

- **Departure from core mission**

By expanding its scope of action, with a view to diversifying activities or revenue streams, the organization could deviate from its core mission, risking damage to its brand image. Disoriented by the realities of its new field of action, it may experience a loss of strategic focus. Furthermore, there is a risk of its identity being diluted.

- **Increased Dependence on Donors**

The enormous resource needs in this scenario could increase the organization's dependence on donors if membership fees and service-generated revenue do not cover its needs, potentially exacerbating existing financial difficulties.

- **Intense Competition**

In a continental context, the organization will face a price war and fierce competition, especially given the considerable number of stakeholders it is working with on the ground.

- **Slow Implementation**

The risk of slow implementation may arise due to the increased complexity of the interventions. Furthermore, if logistics are inadequate and an appropriate strategy is not adopted, the organization will struggle to expand its operations.

- **Pressure on Existing Resources**

The risk of pressure on existing resources stems from the fact that resource mobilization may not keep pace with the organization's ambitions. Given the funding needs, pressure on resources would be justified, but without guaranteeing the achievement of significant results. Furthermore, we could see a dilution of available resources or a dispersion of efforts, as ambition exceeds means.

- **Lack of skills and expertise**

The organization will need skills and expertise in specific areas related to demand. Its offerings must comply with these requirements. However, the organization may face a lack of expertise or be unable to acquire it due to insufficient resources, thus limiting its ability to meet demand.

- **Potential failure due to insufficient funding**

The biggest risk in this scenario is the failure of expansion if resources do not keep pace with needs. If the resources mobilized are insufficient, planned actions or necessary investments cannot be carried out.

5.3.1.3.5. Expected Results

- **Recognition as a leading continental hub**

If the organization leverages its policy resources and adopts an effective strategy with offerings that meet market needs, it can generate strong international appeal and enhance its reputation.

- **Ability to influence the sustainability of the fisheries sector**

Thanks to its position, the organization can influence sector policies at the continental level and establish itself as a benchmark.

5.3.2. Strategic Directions

A comparative analysis of the three scenarios reveals that scenario 1, while having limitations, has the advantage of guaranteeing the stability and recovery of the organization. Scenarios 2 and 3, while ambitious, require more resources, which in itself could prove to be a hindrance given the difficulties the organization is facing.

From this perspective, it is clear that scenario 1 is the reasonable choice to propose.



Scenario 1, on which the strategic choice is based, aims to revitalize the organization by restoring its financial stability, improving the quality of services, strengthening its governance and management, developing new opportunities, restoring trust and its reputation.

The scenario is focused upon three strategic directions as follow:

Strategic axis 1 :	Strengthening INFOPÊCHE's governance ;
Strategic axis 2 :	Strengthening INFOPÊCHE's informations systems;
Strategic axis 3 :	Support to the administrations and institutions of member countries.

5.3.2.1. Strategic axis 1 : Strengthening INFOPÊCHE's Governance

This axis is of paramount importance because all the actions carried out by INFOPÊCHE will depend on its successful implementation. The objective of this area is to strengthen the institutional and regulatory framework governing the organization. This will involve an internal reorganization of INFOPÊCHE's structures to enhance its organizational and operational capacities, thereby increasing its effectiveness. This requires optimizing existing structures and their operating methods by providing them with the necessary resources and means, as well as an appropriate and up-to-date internal regulatory framework through the revision of its staff regulations. Its implementation relies on effective consultation among Member States and their commitment to bringing these reforms to fruition.

The expected impact is: « *The regulatory, institutional and administrative obstacles essential to the sustainable development of INFOPÊCHE have been removed.* ».

To achieve this impact, three results are expected:

5.3.2.1.1. Resultat 1 : The Organization's management and control framework is strengthened

To achieve this result, the following activities can be implemented.

Activity 1.1.1 :	Organize workshops to review the agreement establishing the Organization (Final Act)
Activity 1.1.2 :	Update the procedures manuals (administrative, financial, and human resources management) and monitoring and evaluation procedures
Activity 1.1.3 :	Conduct regular internal and external audits
Activity 1.1.4 :	Adopt a methodology for planning and programming activities
Activity 1.1.5 :	Strengthen the monitoring and evaluation of implemented actions
Activity 1.1.6 :	Computerize the existing planning and monitoring and evaluation system
Activity 1.1.7 :	Strengthen the capacity of INFOPÊCHE's management structures regarding new procedures and good governance standards
Activity 1.1.8 :	Strengthen the network of focal points in each member country
Activity 1.1.9 :	Organize workshops to update INFOPÊCHE's staff regulations and rules

5.3.2.1.2. Resultat 2: A policy of diversifying funding sources is being implemented.

To achieve this result, the following activities can be implemented.

Activity 1.2.1 :	Organize meetings to identify potential funders
Activity 1.2.2 :	Develop new paid training modules on high-demand topics
Activity 1.2.3 :	Offer customized market research for private companies or institutions
Activity 1.2.4 :	Organize donor forums to present INFOPÊCHE projects

5.3.2.1.3. Resultat 3 : Institutional communication and the organization's visibility are strengthened.

To achieve this result, the following activities can be implemented.

Activity 1.3.1 :	Develop a new visual identity
Activity 1.3.2 :	Actively participate in fisheries sector events and activities
Activity 1.3.3 :	Organize annual high-level meetings to harmonize strategies
Activity 1.3.4 :	Strengthen data and information exchange between Member States
Activity 1.3.5 :	Strengthen communication with partners through a formal framework for exchanges
Activity 1.3.6 :	Organize meetings to enhance the organization's attractiveness to citizens of Member States

5.3.2.2. Strategic axis 2: Strengthening INFOPÊCHE's information system

This objective aims, firstly, to increase INFOPÊCHE's visibility and reach among international and regional institutions involved in the fisheries and aquaculture sector, but also beyond the traditional institutional framework, such as universities, research and training centers, and international political, scientific, and technical forums and meetings addressing issues related to the oceans, their environment, and their biological resources. Secondly, it will involve establishing a well-structured system to make information and data on fisheries product markets accessible, particularly market opportunities and supply prospects both within and outside Africa. The expected impact is: "An information and communication system is established and operational."

To achieve this impact, two results are expected:

5.3.2.2.1. Resultat 1: A smart data platform is being implemented.

To achieve this result, the following activities can be implemented.

Activity 2.1.1 :	Update the INFO STAT platform for disseminating data accessible on the web and mobile operating systems.
Activity 2.1.2 :	Develop a system for collecting, processing, analyzing, and validating data, integrating artificial intelligence tools.
Activity 2.1.3 :	Collect and update information on prices, volumes, and regulations in real time.

5.3.2.2.2. Resultat 2 : Des partenariats avec les administrations et les institutions des pays membres sont établis

To achieve this result, the following activities can be implemented.

Activity 2.2.1:	Signer des mémorandums d'entente pour le partage de données
Activity 2.2.2 :	Organiser des ateliers de travail conjoints sur l'analyse des marchés
Activity 2.2.3 :	Créer une base de données d'experts du secteur
Activity 2.2.4 :	Établir un partenariat avec l'Observatoire des médias spécialisés dans la pêche en Afrique (OMPDA)

5.3.2.3. Strategic axis 3: Support to the administrations and institutions of member countries

Through this initiative, INFOPÊCHE provides support to member countries more generally. Specifically, this will involve capacity-building activities for the administrations and institutions of member countries involved in fisheries and aquaculture. These activities also extend to supporting the implementation of specific projects in the sector. This initiative primarily aims to ensure the sustainable exploitation of fisheries resources.

The expected impact of its implementation is: ***“Fisheries resources are exploited responsibly and support the economies of member countries.”***

To achieve this impact, three results are expected:

5.3.2.3.1. Resultat 1: The technical capacities of the administrations and institutions of member countries are strengthened.

To achieve this result, the following activities can be implemented.

Activity 3.1.1 :	Organize training workshops on sustainable and innovative technologies
Activity 3.1.2 :	Support member countries in implementing entrepreneurship training programs for young people and women in fisheries and aquaculture value chains
Activity 3.1.3 :	Strengthen the capacities of fisheries and aquaculture administrations in member countries
Activity 3.1.4 :	Develop a technical capacity-building plan
Activity 3.1.5 :	Support member countries in promoting the blue economy

5.3.2.3.2. Resultat 2: Access to markets and business opportunities is increased

To achieve this result, the following activities can be implemented.

Activity 3.2.1 :	Supporting the adoption of quality and sustainability standards.
Activity 3.2.2 :	Creating an online directory of products and exporters from member countries.
Activity 3.2.3 :	Facilitating connections between stakeholders and commercial and financial partners.

5.3.2.3.3. Resultat 3: Sustainability is promoted and regional cooperation is strengthened

To achieve this result, the following activities can be implemented.

Activity 3.3.1 :	Supporting member countries in implementing responsible fishing and aquaculture standards
Activity 3.3.2 :	Raising awareness among stakeholders about the importance of product traceability to meet international market requirements
Activity 3.3.3 :	Organizing forums and workshops for member country administrations
Activity 3.3.4 :	Strengthening the scientific research capacity in fisheries and aquaculture and fisheries management in member countries

6. MULTI-YEAR ACTION PLAN AND RESOURCES

AXES-OBJECTIVES-ACTIVITIES	INDICATORS	COST PER YEAR OF IMPLEMENTATION (x million FCFA)					
		TOTAL	2027	2028	2029	2030	2031
AXIS I: Strengthening the governance of INFOPÊCHE		1380,00	433,00	333,00	228,00	193,00	193,00
OS 1 : The Organization's management and control framework is strengthened		420,00	200,00	100,00	40,00	40,00	40,00
Organize workshops to review the Agreement establishing the Organization (Final Act)	Number of workshops held	20,00	20,00	0,00	0,00	0,00	0,00
Update procedures manuals (administrative, financial and human resources management) and monitoring and evaluation	Number of procedures manuals updated and validated	75,00	75,00	0,00	0,00	0,00	0,00
Conduct a regular internal and external audit	Number of audits conducted per year	50,00	10,00	10,00	10,00	10,00	10,00
Adopt a methodology for planning and scheduling activities	Number of sessions for planning and programming activities	50,00	10,00	10,00	10,00	10,00	10,00
Strengthening the monitoring and evaluation of the actions implemented	Number of monitoring and evaluation missions carried out	50,00	10,00	10,00	10,00	10,00	10,00
Computerize the planning and monitoring and evaluation system put in place	Number of digitalized planning and monitoring and evaluation modules	50,00	50,00	0,00	0,00	0,00	0,00
Strengthen the capacity of INFOPÊCHE management structures on new procedures and standards of good governance	Number of training courses organised	55,00	15,00	10,00	10,00	10,00	10,00
Strengthen the network of focal points in each member country	Number of focal points installed	60,00	0,00	60,00	0,00	0,00	0,00
Organize workshops to update the status and staff rules of INFOPÊCHE	Number of workshops held	10,00	10,00	0,00	0,00	0,00	0,00
SO 2: A policy of diversifying funding sources is applied		325,00	90,00	110,00	65,00	30,00	30,00
Organize meetings to identify potential donors	Number of meetings organized	20,00	20,00	0,00	0,00	0,00	0,00
Develop new paid training modules on high-demand topics	Number of training modules developed	80,00	40,00	40,00	0,00	0,00	0,00
Offering tailor-made market research for private companies or institutions	Number of market studies commissioned and delivered	75,00	0,00	40,00	35,00	0,00	0,00
Organize donor forums to showcase INFOPÊCHE projects	Number of interested donors	150,00	30,00	30,00	30,00	30,00	30,00

AXES-OBJECTIVES-ACTIVITIES	INDICATORS	COST PER YEAR OF IMPLEMENTATION (x million FCFA)					
		TOTAL	2027	2028	2029	2030	2031
AXIS III: Support to Member States' Administrations and Institutions		1715,00	135,00	440,00	490,00	430,00	220,00
SO 1 The technical capacities of member countries' administrations and institutions are strengthened		730,00	40,00	135,00	205,00	210,00	140,00
Organize training workshops on sustainable and innovative technologies	Number of workshops held	100,00	20,00	20,00	20,00	20,00	20,00
To support member countries in the implementation of entrepreneurship training programmes for youth and women in fisheries and aquaculture value chains	Number of technical assistance missions carried out	100,00	20,00	20,00	20,00	20,00	20,00
Strengthening the Capacity of Member Countries' Fisheries and Aquaculture Administrations	Number of training sessions completed	170,00	0,00	30,00	40,00	50,00	50,00
Develop a technical capacity building plan	Number of jurisdictions supported	200,00	0,00	65,00	65,00	70,00	0,00
Supporting member countries in promoting the blue economy	Number of countries supported in promoting the blue economy	160,00	0,00	0,00	60,00	50,00	50,00
SO 2: Access to markets and business opportunities is increased		225,00	0,00	75,00	50,00	50,00	50,00
Supporting the adoption of quality and sustainability standards	Number of countries supported	10,00	0,00	10,00	0,00	0,00	0,00
Create an online directory of products and exporters from member countries.	Number of products listed	15,00	0,00	15,00	0,00	0,00	0,00
	Number of Exporters Listed						
Facilitate the connection between players and commercial and financial partners	Number of meetings organized	200,00	0,00	50,00	50,00	50,00	50,00
SO 3: Sustainability is promoted and regional cooperation is strengthened		760,00	95,00	230,00	235,00	170,00	30,00
Supporting member countries in the implementation of responsible fisheries and aquaculture standards	Number of countries supported	200,00	65,00	65,00	70,00	0,00	0,00
Raising awareness of the importance of product traceability to meet the requirements of international markets	Number of awareness-raising sessions held	150,00	30,00	30,00	30,00	30,00	30,00
Organize forums and workshops for member country administrations	Number of forums or workshops held	100,00	0,00	35,00	35,00	30,00	0,00
Strengthen the capacities of member countries for fisheries and aquaculture scientific research and fisheries management	Number of strengthened research structures	310,00	0,00	100,00	100,00	110,00	0,00
TOTAL COST SDP		3810,00	847,00	927,00	832,00	707,00	497,00

6.1. SDP - INFOPÊCHE Action Plan Matrices

DIRECTIONS-ACTIONS-ACTIVITIES	INDICATORS	TARGETS	MEANS OF VERIFICATION	ASSUMPTIONS
DIR 1 : Strengthen INFOPÊCHE's Governance				
IMPACT : The regulatory, institutional and administrative obstacles essential to the sustainable development of INFOPÊCHE have been removed.				
OS 1 : The Organization's management and control framework is strengthened				
To hold workshops to review the agreement establishing the Organization (Final Act)	Number of Workshops held	2	Activity Report	Existence of competence
To update the procedures manuals (administrative, financial and human resources management) and follow-up and assessment	Number of the procedure manuals updated and adopted	3	Activity Report	Existence of competence
To conduct regular internal and external audits	Number of audits implemented per year	5	Activity Report	Existence of competence
To adopt a methodology for planning and programming activities	Number of sessions dedicated to planning and scheduling activities	5	Activity Report	sufficient budget
To strengthen follow-up and assessment of the actions implemented	Number of follow-up and assessment missions carried out	5	Activity Report	sufficient budget
To computerize the existing planning and monitoring and evaluation system	Number of digitalized planning and follow -up- assessment modules carried out	1	Activity Report	sufficient budget
Strengthening the capacity of INFOPÊCHE's management structures regarding new procedures and good governance standards	Number of training sessions implemented	5	Activity Report	Availability of the actors
Strengthen the network of focal points in each member country	Number of focal points set up	18	Activity Report	Provision of resources
To hold workshops to update the status and regulations of INFOPÊCHE staff	Number of workshops held	2	Activity Report	Existence of competence

OS 2 : A policy of diversifying funding sources is implemented.				
To hold meetings to identify potential funders	Number of meetings held	4	Activity Report	Good communication
To develop new paid training modules on high-demand themes	Number training modules prepared	10	Activity Report	Existence of competence
Offering customized market research for private companies or institutions	Number of market studies commissioned and delivered	5	Activity Report	Existence of competence
To hold donor forums to present INFOPÊCHE's projects	Number of interested donors	5	Activity Report	Good communication
OS 3 Institutional communication and the organization's visibility are strengthened.				
To hold technical sessions to develop a new visual identity	Number of technical sessions organized	1	Activity Report	Existence of competence
To actively participate in events and activities within the fisheries sector	Number of events in which INFOPÊCHE participates	5	Activity Report	Effective communication plan
To hold annual high-level meetings to harmonize strategies	Number of meetings held	4	Activity Report	Adhesion of member countries
To strengthen the exchange of data and information between Member States	Number of transmissions or exchanges of data or information	20	Activity Report	Good awareness-raising among stakeholders in the sector
To strengthen communication with partners through a formal framework for exchanges	Number of formalized exchange frameworks	5	Activity Report	Effective communication plan
To hold meetings to enhance the organization's appeal to citizens of member states.	Number of work sessions organized	5	Activity Report	Effective communication plan

DIR II: Support to the administrations and institutions of member countries				
IMPACT: An information and communication system is set up and functional				
OS 1 : A smart data platform is being implemented.				
To design a database accessible on the web and mobile applications	Number of users or site traffic rate	1	Activity Report	Existence of competence
To collect and update real-time information on prices, volumes, and regulations	Number of data collection sessions	20	Activity Report	Existence of competence
To develop a system for collecting, processing, analyzing, and validating data, integrating artificial intelligence tools.	Operational device	1	Activity Report	Existence of competence
OS 2 : The Collaborations with the administrations and institutions of member countries is strengthened				
To sign memoranda of understanding for data sharing	Number of memoranda of understanding signed	3	Activity Report	Effective communication plan
To hold joint workshops on market analysis	Number of labour workshops held	5	Activity Report	Existence of competence
Create a database of industry experts	Number of experts listed	50	Activity Report	Good awareness
Establish a partnership with the Observatory of Media Specializing in Fisheries in Africa (OMPDA)	Number of technical consultations organized	4	Activity Report	Adhesion of the populations

DIR III: Support to the administrations and institutions of member countries				
IMPACT: Fisheries resources are exploited responsibly and support the economies of member countries.				
OS 1: The technical capacities of the administrations and institutions of member countries are strengthened.				
To organize training workshops on sustainable and innovative technologies	Number of workshops held	5	Activity Report	Existence of competence
To support member countries in implementing entrepreneurship training programs for young people and women in the fisheries and aquaculture value chains	Number technical assistance missions carried out	10	Activity Report	Good awareness and dissemination of techniques
To strengthen the capacities of fisheries and aquaculture administrations in member countries	Number of training sessions implemented	18	Activity Report	Availability of the actors
To develop a technical capacity building plan	Number of administrations supported	18	Activity Report	Availability of the Resources
To provide support to member countries in promoting the blue economy	Number of countries supported in promoting Blue Economy	18	Activity Report	Intensify communication on the promotion of the blue economy
OS 2 : Access to markets and business opportunities is increased				
To support the adoption of quality and sustainability standards	Number of countries assisted	1	Activity Report	Good resource mobilization
To create an online directory of products and exporters from member countries.	Number of products listed	50	Activity Report	Adhesion of the actors
	Number of exporters listed	50	Activity Report	Adhesion of the actors
To facilitate connections between stakeholders and commercial and financial partners	Number of meetings held	4	Activity Report	Good resource mobilization
OS 3 : Sustainability is promoted and regional cooperation is strengthened				
To support member countries in implementing responsible fishing standards	Number of countries assisted	18	Activity Report	Good resource mobilization
To raise-awareness among stakeholders about the importance of product traceability to meet the requirements of international markets	Number of raising -awareness sessions held	10	Activity Report	Availability of the actors
To organize forums and workshops for the administrations of member countries	Number of forums or Workshops held	3	Activity Report	Good resource mobilization
Strengthening the scientific research capacities in fisheries and aquaculture and fisheries management in member countries	Number of research structures strengthened	18	Activity Report	Good resource mobilization

6.2. Cost of INFOPÊCHE's Strategic Development Plan

STRATEGIC DIRECTION	COST
STRATEGIC DIRECTION 1 : STENGTHENING INFOPÊCHE'S GOVERNANCE	1 380 000 000
STRATEGIC DIRECTION 2 : STRENGTHENING INFOPÊCHE'S INFORMATION SYSTEM	715 000 000
STRATEGIC DIRECTION 3 : SUPPORT THE ADMINISTRATIONS AND INSTITUTIONS OF THE MEMBER COUNTRIES	1 715 000 000
TOTAL SDP	3 810 000 000

7. IMPLEMENTATION FRAMEWORK AND FINANCING PLAN FOR THE STRATEGY

7.1. SDP - INFOPÊCHE's Implementation Mechanism

The implementation of INFOPÊCHE's Development Plan will be the responsibility of its Governing Council. In this context, INFOPÊCHE's management will provide the Governing Council with a semi-annual report on the progress of the plan's implementation.

7.1.1. Governance and strategic management

The Governing Council of INFOPÊCHE provides overall oversight and guides the general implementation strategy. It approves annual action plans, reviews progress reports, and makes major strategic decisions.

INFOPÊCHE's Management team periodically monitors the plan's implementation and provides technical recommendations to the Governing Council.

7.1.2. Technical and operational coordination

The INFOPÊCHE Directorate is the operational tool and is responsible for technical and administrative coordination. It will be responsible for:

- operational planning (development of annual activity plans);
- mobilizing the necessary financial and human resources;
- fostering partnerships and regional and international cooperation;
- the day-to-day management of actions and activities included in the strategic plan.

7.1.3. Partnerships

The implementation of the SDP-INFOPÊCHE has to be based on a participatory and partnership-based approach.

INFOPÊCHE collaborates closely with:

- National member institutions (Directorate in charge of fisheries, Directorate in charge of aquaculture, national Statistics Agency, laboratories, etc.);
- Regional institutions (AU-IBAR, ECOWAS, COREP, ATLAFCO, etc.);
- Professional organizations (Interprofessional Associations of the Ivorian Fisheries Sector, Interprofessional Association of the Ivorian Aquaculture Sector);
- Technical and financial partners (FAO, EU, AfDB, JICA, AU, etc.)

The success of the SDP will inevitably depend on collaboration agreements or Memoranda of Understanding to formalize the roles and commitments of each stakeholder in achieving INFOPÊCHE's objectives.

7.1.4. Monitoring and evaluation

A results-oriented Follow-up and Assessment System is in place to measure progress towards strategic objectives. This system includes:

- Supervision missions to guide the implementation of SDP activities;
- Clearly defined and regularly monitored performance indicators;
- Annual and mid-term reviews of the strategic plan;
- Internal and external audits (technical, financial, institutional);
- Progress reports shared with Member States and partners.

The results and best practices from implementation will be disseminated through publications, regional workshops, and digital exchange platforms.

7.2. Resource mobilization strategy

The resources required for the implementation of the PSD (Strategic Development Plan) will be raised by INFOPÊCHE using its own funds and will seek support from Technical and Financial Partners operating in the fisheries and aquaculture sectors as needed.

INFOPÊCHE will develop a targeted fundraising strategy with bilateral and multilateral donors (**FAO, AU, EU, AfDB, JICA, GIZ, AFD, etc.**), presenting projects aligned with its priorities for the next five years.

INFOPÊCHE will leverage the economic potential of its services to generate independent revenue:

- Sale of market research, newsletters, and specialized databases;
- Organization of training workshops and paid regional trade fairs/exhibitions;
- Technical consulting for governments and companies in the sector;
- Subscriptions to online services (market alerts, prices, regulations, etc.).

Member States are called upon to support the implementation and success of this Strategic Plan by becoming genuinely involved.

7.3. Conditions for the success of the SDP - INFOPÊCHE

The effective implementation of INFOPÊCHE's Strategic Plan depends on several key factors, both institutional and operational. These factors are essential to ensure the harmonization of actions, the sustainability of interventions, and the achievement of concrete results. They also guarantee collective ownership of the plan by all stakeholders and strengthen their commitment to the established objectives. These factors include:

- Political and institutional commitment from member states;
- Effective mobilization and management of financial resources;
- Involvement of partner institutions in carrying out activities;
- Effective monitoring and evaluation of activities;
- Enhanced visibility and communication;
- Institutional advocacy.