



SUB-REGIONAL FISHERIES COMMISSION (SRFC)

Report of the 19th Extraordinary Session of the Coordinating Committee of the SRFC

**Hotel Novotel - Dakar (Senegal)
23 - 25 October 2007**

A OPENING CEREMONY

The nineteenth Extraordinary Session of the Coordinating Committee of the Sub-Regional Fisheries Commission (SRFC) was held in Dakar, Senegal, from 23 to 25 October 2007. All Member States were present at this important meeting as well as representatives of the World Bank, of the African Development Bank, of FAO, the European Union, the German and French Cooperation, and of USAID. The list of participants is attached as Annex 1.

The opening ceremony was presided by His Excellency Mr. Souleymane NDéné NDIAYE, Secretary of State, Minister of Maritime Economy of the Republic of Senegal.

Mr. KANE Ciré Amadou, Permanent Secretary of the SRFC, welcomed the participants, stressing the trust placed by the partners who helped to organize this session, in particular the World Bank and the German Cooperation.

In his address (see Annex 4), Mr Cirilo VIEIRA, Director of the Industrial Fisheries of Guinea-Bissau, and President of the Coordinating Committee of the SRFC, thanked all the participants and mentioned the positive development in the number and diversity of partnerships of the SRFC, and the responsibilities imparted to its various organs during this period so crucial for the organization.

In his opening speech (see Annex 3), His Excellency Mr. Souleymane NDéné NDIAYE, Secretary of State, Minister of Maritime Economy, first welcomed all the participants and wished them a pleasant stay in Senegal. After briefly recalling the achievements in the area of sub-regional fisheries cooperation, he identified the many challenges that still need to be addressed to ensure the good performance of the SRFC and its organs. This includes among others the importance of selecting and retaining competent personnel. He stressed the impact of illegal, unreported and unregulated fishing on the resources and the national economies. As such, he has appealed to Member States to fully engage in the fight against this activity, and in this context urged the Member States to regulate their contributions to the SRFC. He thanked the donors for their support, and declared open the current Extraordinary Session of the Coordinating Committee of the SRFC.

B PRESENTATION AND ADOPTION OF THE AGENDA AND ORGANIZATION OF WORK

Mr. Cirilo VIEIRA introduced the draft agenda, which unanimously was adopted by the Member States (see Annex 2).

C DELIBERATIONS OF THE COORDINATING COMMITTEE

Point 1 Presentation of the status of current and future projects of the SRFC

With respect to point 1 of the agenda all current and future projects were presented in a comprehensive way in a technical note (see Annex 5).

Regarding the *West African Regional Fisheries Project (WARP)*, to be funded by the World Bank, the main events since the workshop in Dakar in April 2007 were:

- endorsement of the concept paper of the project by the GEF focal points in five states (Cape Verde, Guinea, Mauritania, Senegal and Ghana) ;
- a request submitted by the Government of Liberia to the SRFC to be associated with the project;
- a proposed timetable prepared by the Permanent Secretariat;
- the introduction of a note by the World Bank concerning the main steps of the project preparation.

Following these exchanges, the participants agreed on the establishment of an ad hoc working group responsible for finalizing the request to the Global Environment Facility (GEF) during the current meeting. The report of this ad hoc group (see Annex 8) covers the following subjects:

- the methodology and the reference documents;
- the composition of the working groups during the preparation phase;
- the preparation steps at national and regional level.

It was agreed that the SRFC, in collaboration with the World Bank, shall finalize the document for requesting the preparation funds, which shall also comprise a detailed work schedule, the budget, and the terms of reference of the working groups.

The report was approved by the Coordinating Committee, which has made the following recommendations:

- that the national focal points be the members of the SRFC Coordinating Committee;
- that Liberia should be associated with the project in the same way as Ghana.

It should be noted that during discussions on the project, the donors have expressed their wish to obtain from the SRFC more information regarding the projects with the GEF (CCLME) and UEMOA.

In respect to the project *Support to the Management of Fisheries Resources in West Africa*, funded by the German Cooperation, all participants appreciated the concrete achievements in the field of institutional support to the Permanent Secretariat. They hope that in the future the achievements of the project will be more visible at national level, especially with regard to the implementation of national and regional registers for fishing vessels. The participants also suggested that the synergies with other projects should be strengthened.

Regarding the projects *Support for Fisheries Management in West Africa (AGPAO)* and *Monitoring, Control and Surveillance (MCS)*, to be funded by the European Union, discussions focused on the requirements for the implementation of the two projects, i. e.:

- payment plans by the Member States of the SRFC for the settlement of their arrears to the SRFC budget;
- the implementation of the recommendations of the institutional and financial audit in respect to strengthening the capacity of financial management at the Permanent Secretariat and SOCU.

In respect to the project *Support to co-management initiatives and the integration of Marine Protected Areas (MPA) in the management of fisheries*, to be funded by the French Cooperation (AFD), the Coordinating Committee was informed of the imminent signing of the financing agreement, whereby the beginning of the project is expected for early 2008. The requirements for the first disbursement are as follows:

- the creation of the steering committee, whose composition has yet to be specified, and
- to put in place at the Permanent Secretariat the necessary conditions for the proper management of funds.

In respect to the progress of the other ongoing projects, presentations were made on the following projects:

- *Towards regional policies for a sustainable fishery of small pelagics in North-West Africa*, funded by the Netherlands,
- *Strengthening of regional capacities in fisheries management*, a project of which the second phase will focus on the revision of the Convention on the minimal access, and issues related to international fish trade;
- *Support to the implementation of the sub-regional action plan for the conservation and management of shark populations*.

The Coordinating Committee was informed of the identification of a project to be funded by the French Cooperation for the establishment of a competitive fund to finance research projects in the region. To this end, the Coordinating Committee asked the Permanent Secretariat to prepare a funding request for signature by the President of the Conference of the Ministers.

Point 2 Review and analysis of the report on the institutional and financial audit of the SRFC (see Annex 6.)

After recalling the conditions for carrying out the audit, the Coordinating Committee has reached a consensus on the following points:

- The Committee has approved the recommendation concerning the amendment of the Convention of the SRFC, in particular the establishment of the Summit of Heads of State and Government, in order to revitalize the institution.
- The Committee referred the examination of the draft Deliberation concerning the strengthening of the sub-regional cooperation to the next ordinary session which is to be held in Cape Verde.
- Members of the Committee provided information on plans for settling the arrears of contributions to the budget of the SRFC.
- The Committee rejected the recommendation to increase the frequency of ordinary sessions of the Conference of Ministers.
- The Committee has confirmed to retain the decentralized unit SOCU in Banjul.
- The Committee has recommended the recruitment of an External Auditor for validation of the financial end-of-year report for 2006 before the end of 2007.

- The Committee has approved the recommendation for the SRFC to have a policy and necessary procedures for recruitment which should follow international standards. It also approved all the recommendations which are to improve the financial management procedures of the institution.

Point 3 Measures to strengthen the organs of the SRFC (see technical note in Annex 7)

The Coordinating Committee has recommended the confirmation of Mr. Ball to the post of Head of SOCU as soon as the situation of Mr. Jones has been decided. To this end, it has expressed its wish that the current Chairman of the Conference of Ministers, in collaboration with the Permanent Secretary, will undertake all necessary steps to resolve this issue before the end of this year.

The Committee approved the recommendation to separate the services of accounting and human resources management, including the hiring of an accountant.

The Committee has approved the recommendation to separate accounting from the section dealing with procurement.

The Committee has recommended the promotion of the current Executive Secretary, to the post of Administrative Assistant at the Permanent Secretariat.

Point 4 Miscellaneous

Following information provided to the Committee by the Permanent Secretary regarding the strengthening of the relations with UEMOA, the Committee recommends to the Conference of Ministers to mandate the Permanent Secretary to continue these efforts with the aim to conclude as soon as possible the signing of a Memorandum of Understanding.

The Committee has congratulated the Permanent Secretary and the personnel of the Permanent Secretariat on the progress achieved in the preparation of the meeting.

D Closing ceremony

After reading the vote of thanks to the host country on behalf of all participants by the current Chairman of the Committee, he thanked the partners, especially the World Bank, the German and French Cooperation for their willingness to cooperate. Upon this he declared the nineteenth extraordinary session closed.

**Done in Dakar, Senegal, on Oct. 25, 2007
The Coordination Committee**

Annexes

- Annex 1: List of participants
- Annex 2: Agenda
- Annex 3: Opening speech by His Excellency Mr. Souleymane NDéné NDIAYE
- Annex 4: Welcoming remarks by Mr. Cirilo VIEIRA
- Annex 5: Technical note addressing Point 1 of the agenda
- Annex 6: Technical note addressing Point 2 of the agenda
- Annex 7: Technical note addressing Point 3 of the agenda
- Annex 8: Report of the *ad hoc* working group for the “Regional West African Fisheries Project”

Annexe 1

**COMMISSION SOUS-REGIONALE DES PECHEES (CSRP)
Sub-Regional Fisheries Commission (SRFC)**

	<p>19^e Session Extraordinaire du Comité de Coordination 19th Extraordinary Session of the Coordination Committee</p> <p>23-25 octobre 2007 Hôtel Novotel – Dakar (Sénégal)</p>
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LISTE DES PARTICIPANTS / LIST OF PARTICIPANTS

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Annexe 2



SUB-REGIONAL FISHERIES COMMISSION (SRFC)

**19th Extraordinary Session of the Coordinating Committee
(23-25 October 2007 – Novotel Hotel- Dakar - Senegal)**

Agenda and Working Programme

Monday 22 October 2007:	Installation of the Delegation from SRFC Member States (Novotel Hotel)
Tuesday 23 October 2007	
09:00- 09:30 am	Registration of participants
09:30-10:00 am	Opening ceremony: <ul style="list-style-type: none">• Welcome Address by Mrs NDèye Tické Ndiaye DIOP, Director of Maritime Fisheries of Senegal• Address by Mr. Cirilo VIEIRA, President of the Coordinating Committee stressed on the objectives of the session• Opening Address by His Excellency Souleymane NDéné NDIAYE, Minister of State, Minister of Maritime Economy or his representative
10: 30 – 10: 30 am	Coffee-break
10: 30 – 10:45 am	Presentation and adoption of the draft agenda and nomination of rapporteurs
	cf. Document PS/SRFC – Item n°1 of the agenda
10:45 – 01:00 pm	Joint presentation of the Permanent Secretariat and the World Bank on the progress state made so far in the preparation of the “Regional Fisheries Project” (WB/SRFC) : <ul style="list-style-type: none">• Discussions and adoption of the working calendar for the preparation of the Project;• Adoption and review of the structure of the working groups;• Conclusion and exchanges on the terms of reference of the working groups;• Information on the endorsement letters of the concept Note
01:00 – 02:30 pm	Lunch
03: 00 – 03:30 pm	Synthesis of the preparatory phase of the Regional Fisheries Project (WB/SRFC)

03:30 – 04:00 pm	Status of progress in the implementation of the Project « Support to the Fisheries Management in West Africa » (GTZ/SRFC) <ul style="list-style-type: none">• Phase 1 : 2006-2007• Phase 2 : 2008-2010
04:00 – 04:30 p.m	Coffee-break
04: 30 – 05:30 pm	Progress state on MCS and AGPAO Projects (SRFC/EU)
05: 30 – 06:00 pm	<ul style="list-style-type: none">• Progress state on the Project « Integration of the MPA and Co-management Initiatives (AFD/SRFC) ;• Progress made so far in the implementation of the current projects
06: 00 – 06:30 pm	Suspension of works

Wednesday 24 October 2007

cf. Document PS/SRFC – Item n°2 of the agenda

09:00 – 10:30 am	Review and analysis of the institutional and financial audit of the SRFC (to be presented by the Permanent Secretary)
10:30 – 11:00 am	Coffee-break
11:00 – 01:00 pm	Continuation of the discussions, conclusions and recommendations stemmed from the report of the audit for the Conference of Ministers
01:00 – 02:30 pm	Lunch

cf. Document PS/SRFC – Item n°3 of the agenda

03:00 – 04:30 pm	Measures strengthening the SRFC bodies (to be presented by the Permanent Secretary)
04:30-05:00	Coffee break
05:00-06:00	Conclusions on the reinforcement of the SRFC bodies and adoption of the draft budget for 2008
18:00-18:30	Suspension of works

Thursday 25 October 2007

09: 00 – 11:00 am	Drafting of the report
11: 00 – 13:00 am	Adoption of the report and closing
13:00 – 14:30 am	Lunch

Afternoon (free) **Welcoming of the Ministers**

Annexe 3

Opening Address
presented by
His Excellency Mr. Souleymane NDéné NDIAYE
Minister of State, Minister of Maritime Economy of the Republic of Senegal
at the
Opening Ceremony
of the
19^e Extraordinary Session of the Coordination Committee
of the
Sub-Regional Fisheries Commission (SRFC)
Dakar, October 23, 2007

**Monsieur le Président du Comité de Coordination de la Commission Sous Régionale de Pêches,
Monsieur le Secrétaire Permanent de la Commission Sous Régionale de Pêches,
Mesdames, Messieurs les Représentants des Partenaires Techniques et Financiers,
Mesdames, Messieurs les Experts, Mesdames, Messieurs les Invités.**

Je voudrais d'abord vous exprimer tout le plaisir que j'éprouve à me trouver, aujourd'hui, parmi vous pour présider l'importante rencontre qui nous réunit ce matin.

Permettez-moi, ensuite, à l'entame de mon propos, de vous souhaiter, aux noms du Gouvernement et du peuple sénégalais la bienvenue en terre africaine du Sénégal.

Je voudrais enfin vous remercier du choix porté sur le Sénégal pour abriter cette Session Extraordinaire de la Commission Sous Régionale des Pêches.

Mesdames et Messieurs,

Comme vous le savez, cette Session se tient à un moment important de la vie de notre Commission, j'allais dire à un tournant décisif. En effet, notre Organisation, depuis sa création, a enregistré certes des progrès, mais a dû franchir de nombreux obstacles.

Parmi les acquis, nous pouvons noter :

- la mise à la disposition de la CSRP d'un local fonctionnel et plus en adéquation avec la dimension de notre Organisation. En notant que cette avancée ne doit pas éclipser la nécessité de doter la Commission d'un siège digne de l'envergure et du rôle qu'elle a l'ambition d'avoir.
- la mise en œuvre de programmes et projets sous régionaux. Un effort devant être fait, dans ce domaine, pour une meilleure coordination entre ces derniers notamment en logeant l'ensemble de ces projets au siège de la CSRP
- le renforcement des capacités de la Commission Sous Régionale des Pêches en termes de ressources humaines par le recrutement de cadres de haut niveau au sein du staff du Secrétariat Permanent. Il reste cependant un effort à faire dans le domaine de la réorganisation institutionnelle.
- le lancement du processus de mise en œuvre du Registre des Navires au niveau sous régional est à mettre à l'actif de notre organisation;
- la forte implication de notre Commission dans la lutte contre la pêche illicite, non déclarée et non réglementaire (IUU) dont le moment fort a été, sans nul doute, la déclaration du président en exercice, prononcée au nom des Etats membres à l'occasion de la Réunion Ministérielle organisée par la FAO, le 13 mars 2005.

Grâce à cette intervention décisive, cette rencontre a constitué un pas très important dans le processus de prise en compte du secteur de la pêche dans le NEPAD.

En effet, le document sur l'Agriculture, adopté par le Sommet de l'Union Africaine tenu en juin 2003 à Maputo a été complété à cette occasion, notamment par la prise en compte du volet Pêche, pour en faire un document complet incluant toutes les composantes de l'Agriculture au sens large du terme (pêche, élevage, forêts, agriculture), conformément à la vision des Chefs d'États.

Mesdames, Messieurs,

Comme vous pouvez le constater avec moi, le bilan des réalisations de la Commission Sous Régionale des Pêches peut être jugé, dans l'ensemble, comme étant mitigé.

Sur le plan des objectifs assignés, force est de constater, malgré des avancées assez importantes, que le chemin qui nous sépare des résultats attendus est encore long.

En effet, faut-il encore le rappeler, l'objectif global de notre Organisation est « d'harmoniser les politiques des pays membres en matière de préservation, de conservation et d'exploitation de leurs ressources halieutiques » mais également de « renforcer leur coopération au profit du bien-être de leurs populations respectives ».

Il est aisé de constater cependant que cet objectif tranche d'avec la réalité que vivent nos Etats respectifs qui sont le plus souvent confrontés à des problèmes de gestion, de préservation et de pérennisation de leurs ressources halieutiques.

A ce propos, nous pensons qu'il est important de nous arrêter sur certains aspects caractérisant ce bilan :

- D'abord, le rôle et la responsabilité des Etats membres. Dans cette perspective, il ne serait pas exagéré de se demander si ces derniers n'ont pas failli à leurs responsabilités individuelle et collective.
- En effet notre Organisation, qui doit tirer l'essentiel de ses ressources financières des cotisations des Etats membres, se voit aujourd'hui fragilisée par l'importance des arriérés de contributions.
- Cette situation constitue une raison supplémentaire pour mener une réflexion prospective sur la CSRP. Une réflexion devant permettre de définir les axes stratégiques d'une organisation dont le Management est en totale adéquation avec les objectifs et missions de la Commission.

Tous ces constats ont dicté la conduite d'un Audit Organisationnel que l'Union Européenne a bien voulu financer sur les fonds de facilité de coopération technique du Sénégal.

Je vous demande de bien vouloir examiner les conclusions de cet audit avec la plus haute attention.

Mesdames et Messieurs,

Je ne saurais terminer mon propos sans remercier les partenaires techniques et financiers, pour l'appui constant et appréciable qu'ils n'ont cessé de nous apporter, notamment durant le mandat qui vient de se terminer.

En souhaitant pleins succès à vos travaux, je déclare ouverte la Session Extraordinaire du Comité de Coordination de la Commission Sous Régionale des Pêches.

Je vous remercie de votre aimable attention.

Annexe 4

Opening Address
presented by
Mr. Cirilo VIEIRA
Director of Industrial Fisheries in Guinea-Bissau
at the
Opening Ceremony
of the
19^e Extraordinary Session of the Coordination Committee
of the
Sub-Regional Fisheries Commission (SRFC)
Dakar, October 23, 2007

Mesdames et Messieurs,

En premier lieu, je tiens à remercier les autorités sénégalaises pour les sacrifices humains et matériels auxquels elles ont consenti, afin de rendre possible la tenue des travaux de cette session extraordinaire du Comité de Coordination de la CSRP, qui seront suivis par une session extraordinaire de la Conférence des Ministres.

En ma qualité de Président en exercice du Comité de Coordination, je souhaite également adresser un message de sympathie et de remerciement à l'ensemble du personnel du Secrétariat Permanent, pour l'énergie mise en œuvre et le respect des délais dans la préparation de tous les dossiers qui seront soumis à notre appréciation, et qui feront l'objet de décisions au niveau de la Conférence des Ministres.

Je tiens à remercier chaleureusement les uns et les autres.

La convocation de cette session extraordinaire de la Conférence des Ministres intervient à un moment particulièrement important de notre organisation sous régionale des pêches, moment auquel nous pouvons constater avec une grande satisfaction que la CSRP commence à sortir de l'oubli dans laquelle elle se trouvait il y a encore peu de temps, puisque le nombre de ses partenaires, tant multilatéraux que bilatéraux, n'a cessé de s'accroître.

Si, d'un côté, ce constat ne peut que conforter notre légitime fierté, il n'en est pas moins vrai que, d'un autre côté, notre responsabilité s'est accrue de façon proportionnelle à l'augmentation et à la diversification de nos partenariats.

Afin que notre organisation continue de bénéficier de cette confiance et d'un certain prestige auprès de ses partenaires, nous nous devons d'être plus que jamais productifs, dynamiques, transparents, compétents et cohérents avec les objectifs de notre institution.

Mesdames et Messieurs,

L'ordre du jour qui nous a été proposé nous appelle à discuter d'un certain nombre de dossiers importants, dont par exemple, l'agenda de la préparation du projet régional de la Banque Mondiale, et l'état d'avancement du projet financé par l'AFD pour l'intégration des Aires Marines Protégées et le développement des initiatives de gestion dans le secteur des pêches.

Un autre sujet qui sera soumis à notre analyse est le rapport final de l'audit de la CSRP, que nous avons demandé et qui a été financé par l'Union Européenne avec l'appui du Sénégal. Bien que son contenu ne soit pas apprécié de la même façon par chacun d'entre nous, nous devons admettre que les intérêts de notre institution et son avenir justifient qu'on leur consacre une analyse objective et exempte de préjugés. Pour cela, j'en appelle à chacun d'entre nous pour faire preuve du plus grand civisme même dans les situations ou les circonstances l'inciteraient à agir autrement.

A tous, je souhaite la plus grande ardeur pour affronter les tâches qui nous attendent.

Merci beaucoup.

Annexe 5

Item 1 of the agenda

Status report of current and pending projects

Introduction

Since 2006, the number of sub-regional projects underway and new projects in the pipeline have risen sharply.

In order to inform member states of the status of these projects, the note contains a series of fact sheets briefly recalling the title of each project, the States concerned, the budget and funding sources, as well as the main objectives.

For projects currently underway, details are provided on the recent achievements and on budget execution.

For projects in the preparatory phase, details are provided on the next steps. When measures are to be taken by the CSRP, proposals for recommendations to be submitted to the Coordinating Committee or the Conference of Ministers are also presented

Dakar, the 18th October 2007

The Permanent Secretary

Projects in preparation

"West Africa Regional Fisheries Project"

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, Sierra Leone, and Ghana
Funding Agency:	World Bank, GEF, IDA
Executing Agency:	SRFC
Budget:	NN
Duration:	1 year (10/2007 – 09/2008), Preparatory Phase

Global Objective

The sustainable growth of the wealth generated by the exploitation of fisheries resources in West Africa, and of the part of this wealth captured by countries and operators of the sub region.

Status of implementation (Preparatory Phase)

A proposed schedule of work plan for the preparatory phase of this project was developed in July 2007 by the Permanent Secretariat of the SRFC and sent to the World Bank in Washington DC as well as to the members of the coordination committee and Ghana's delegate. This proposal will be validated during the session of the Coordination Committee of the SRFC in October 2007 in Dakar.

In accordance with the application procedures of the Global Environment Facility (GEF), the Permanent Secretariat has forward requests for the endorsement of the concept paper to each GEF focal point in the member states of the SRFC and to Ghana in order to obtain the necessary funds for the preparation of the project.

The Chairman of the Conference of Ministers accompanied by the President of the Coordination Committee and the Permanent Secretary embarked on a mission to the Member States from 30 September to 11 October 2007, in order to create awareness and to inform on the preparation of the project.

Six expert groups were proposed by the SRFC in connection with the preparation of the project. The composition of these groups (see below) must be approved by the Coordinating Committee of the SRFC and by Ghana at the session in Dakar in October 2007.

Group 1: Logical Framework and identification of national and regional projects

- Permanent Secretariat of the SRFC,
- Sponsors/bilateral and multilateral partners,
- National Bureau of Fisheries and/or Bureau of Fisheries Management of the Member States of the SRFC, and of Ghana.

Group 2: Good governance and sustainable management of fisheries

- Experts from the FAO,
- National Bureau of Fisheries and/or Bureau of Fisheries Management of the Member States of the SRFC, and of Ghana
- Fisheries research institutions in the sub region,
- Legal experts of the sub-region.

Group 3: Reduction of illegal fishing

- Institutions/Departments responsible for monitoring, control and surveillance in the Member States of the SRFC, and in Ghana;
- Navy;
- Surveillance Operation Coordination Unit (SOCU) of the SRFC;
- Experts from FAO.

Group 4: Increasing the contribution of marine fisheries resources to the local and national economies

- Authorities concerned of the Ministries of Economy and Finance of the member states of the SRFC and of Ghana;
- Fisheries research institutions in the sub-region,
- Department and/or economic divisions of the Ministry of Fisheries of the member states of the SRFC and of Ghana,
- Economists from the group of donors (World Bank, French Development Agency, African Development Bank, etc.)

Group 5: Institutional arrangement of the Project

- National Bureau of Fisheries and/or Bureau of Fisheries Management of the Member States of the SRFC, and of Ghana;
- Concerned authorities of the Ministries in charge of the Environment in the member states of the SRFC and in Ghana,
- Concerned authorities of the Ministries of Economy and Finance of the member states of the SRFC and in Ghana,
- Permanent Secretariat of the SRFC,
- The World Bank.

Group 6: Budget, planning and procedure manual

- Permanent Secretariat of the SRFC,
- The World Bank,
- National Bureau of Fisheries and/or Bureau of Fisheries Management of the Member States of the SRFC, and of Ghana
- Competent authorities of the Ministries of Economy and Finance of the member states of the SRFC and in Ghana.

The proposed Terms of Reference (ToRs) for each workgroup should be prepared and submitted to the members of the Coordinating Committee of the SRFC and to the delegate of Ghana for validation before November 30, 2007.

Project "Surveillance, Monitoring and Control (SMC)"

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, and Sierra Leone
Funding Agency:	European Union & SRFC Member States
Executing Agency:	SRFC
Budget :	7,0 Million EURO (including 2 Million EURO contributions from the SRFC Member States)
Duration:	4 years (2008 – 2012)

Global Objective

Contribution to the economic and social development of member states of the CSRP by means of a rational and sustainable exploitation of fisheries resources by reducing the practice of illegal, unreported and unregulated fishing in the EEZ of the member states of the CSRP.

Status of implementation

The financing agreement of the project between the European Community and UEMOA, representing the Member States of the CSRP, was signed on December 13, 2006. Since then, the Permanent Secretariat of SRFC and the Delegation of the European Commission in Dakar held several working meetings for the implementation of the project.

An institutional and financial audit of the CSRP, to be carried out before the start of the project was implemented and its final report was received by the Permanent Secretariat of the SRFC on October 10, 2007.

The Terms of Reference (ToR) of the Technical Assistance were developed during numerous meetings between the CSRP and the Delegation of the European Commission (DEC) in Dakar. These ToRs are being finalized for the purpose of launching the tender for the Technical Assistance. The latest comments of the CSRP were sent to the DEC on September 22, 2007.

The budget for monitoring operations calculated in 2005 had been revised in view of the new charter costs due to the increase in the fuel price. To update this budget, a mission to the Member States was carried out by Mr Mamadou Ball, Acting Chief of Service of UCOS in September and October 2007.

Finally, as regards the commitment of Member States of the CSRP for the settlement of their respective arrears of contributions, the current Chairman of the Conference of Ministers accompanied by the President of the Coordination Committee and the Permanent Secretary undertook a mission to raise awareness of this issue and other issues in the Member States.

Project “Support to fisheries management in West Africa - (AGPAO)”

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, and Sierra Leone
Funding Agency:	European Union
Executing Agency:	SRFC
Budget:	5,0 Million EURO
Duration:	4 years (2008 – 2011)

Global Objective

To promote the contribution of fisheries to the economies of the Member States of the Sub-regional Fisheries Commission (SRFC) in order for the fisheries sector to participate more effectively in the economic and social development of those countries and of the sub-region as a whole as well as partaking in the fight against poverty, while ensuring the sustainability of exploited ecosystems through the implementation of good governance.

Status of implementation

The version of the AGPAO project document revised by a consultant was finalized by the Permanent Secretariat of the SRFC in June 2007. The project document has been sent to the Member States of the SRFC to obtain their views and comments before July 23, 2007.

Subsequently, the project was submitted to the Delegation of the European Commission (DEC) in Dakar for their comments. The Permanent Secretariat of the SRFC is awaiting those comments to finalize the project document.

In addition, technical meetings between the Permanent Secretariat of the SRFC and the DCE had taken place since September 12, 2007 on the Terms of Reference (ToR) of the Technical Assistance for the said project. A first draft of this document has been prepared and is being finalized for submission in the very near future to the decision making bodies of the SRFC and the DEC-Dakar.

Project "Support to SRFC for the development of initiatives in co-management and for the integration of MPAs into the management of fisheries in West Africa"

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, and Sierra Leone
Funding Agency:	French Development Agency (AFD)
Executing Agency:	SRFC
Budget:	5 Million EURO
Duration:	4 years (2008 – 2011)

Global Objective

Support the SRFC Member States in implementing a sustainable management scheme for fisheries and the marine environment, taking into consideration biological, economic, and social aspects.

Status of implementation

The Permanent Secretary had sent the latest project document (version July 2007) to all Member States of the SRFC for their comments. The same document has also been sent to the external partners of the CSRP to solicit their expression of interest in relation to this project. To this date, only the ADEPA, the Océanium, and the IUCN have responded to this inquiry.

A financial request signed by the current Chairman of the Conference of Ministers has been sent to the AFD on September 15, 2007.

As a follow-up to this official request, the financing of the project was approved by the Council of the AFD on October 3, 2007. The signing of the Financing Agreement could take place before the end of October, thus allowing the start of the project during the first quarter of 2008.

In the context of this project, a co-financing with the project Small Pelagics and the project PARTAGE is planned.

Project " Support to fisheries research in the states of the Sub-Regional Fisheries Commission (SRFC) and associated Countries"

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, Sierra Leone, and Morocco
Funding Agency:	Priority Solidarity Fund of the French Ministry of Foreign Affairs (FSP, Fonds de Solidarité Prioritaire)
Executing Agency:	SCAC Dakar, SRFC
Budget :	2,0 Million EURO
Duration:	3 years (2008 – 2010)

Global Objective

Develop processes and research capacities and scientific cooperation in the SRFC area in order to promote the improvement of knowledge and to strengthen fisheries management and public sector policies.

Component 1: Support for the development of a common sub-regional approach to fisheries research.

- Contribute to the development of the SRFC Fisheries Information System;
- Strengthen sub-regional capacities in the field of fisheries research.

Component 2: Assistance to the mission and the activities of regional fisheries research by means of the establishment of a Competitive Research Fund.

- Promote scientific partnerships to develop and implement research projects defined in collaboration with the various stakeholders in the sector
- Fund activities which are either of sub-regional interest, create synergies in the use of existing means, are of demonstrative or innovative nature, in support of cognitive research, or support the development and implementation of fisheries management plans.

Status of implementation

The project was identified in September 2007. It could be submitted to the next FSP Review Committee before the end of this year, subject to the submission of a formal request signed by the Chairman of the Conference of Ministers of the SRFC.

The Project is planned to start in mid 2008.

Current Projects

Project "Support to the management of marine resources of West Africa"

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, and Sierra Leone
Funding Agency:	German Cooperation
Executing Agency:	GOPA / GTZ / SRFC
Budget :	1,3 Million EURO
Duration:	2 years (01/2006 – 12/2007, Phase 1)

Global Objective

Strengthen the institutional capacities of the SRFC and of the Member States in their technical and managerial activities.

Status of implementation

- The Permanent Secretariat of the SRFC has been assisted in its endeavor to improve its capacity to promote the distribution of relevant information on the fishing sector (funding of sub-regional workshops, setting-up of a library, regular publication of information through the FlashInfo and a CD, major review of its web site, funding of missions of the SRFC staff in the sub-region).
- The Permanent Secretariat of the SRFC has been assisted in the organization of a regional workshop for the national institutions in charge of fisheries surveillance with the aim to identify the national needs for setting up national registers for fishing vessels and to start a process for the conceptualization of a sub-regional fishing vessel register.
- The project assisted the Permanent Secretariat of the SRFC to respond in an efficient manner to the requirements of the donors in the formulation of new projects for the sub-region (consultant services).
- The project assisted the Permanent Secretariat of the SRFC to improve its internal performance (financial audit, improvements in the accounting procedures, team work management), its capacities in terms of technical knowledge (staff training), as well as general working conditions for the staff of the Permanent Secretariat (purchase of offices and computer equipment, conference room for 30 participants, purchase of a generator).

Services provided by the project to the Permanent Secretariat – PS (summary)

<i>Category</i>	<i>Cost (EURO)</i>
a) Technical assistance	(33,6 person months)
b) Financial support for the travel of the PS staff	14.990
c) Financial support for the training of the PS staff	5.921
d) Organization of sub-regional workshops for the PS	29.546
e) Equipment provided to the PS	25.214
f) Miscellaneous	52.711
TOTAL (b – f)	128.382

Services provided by the project (detailed)

A) Technical assistance

<i>Subject of the assistance</i>	<i>Beneficiary</i>	<i>N° pers. months</i>
Technical Adviser	Permanent Secr. of the SRFC	23,0
Revision of the AGPAO Project	Permanent Secr. of the SRFC	0,8
Development of a computer application for the management of the fisheries	Fisheries Department, Sierra Leone	1,5
Design and implementation of a new website	Permanent Secr. of the SRFC	1,3
Computer application for project monitoring	Permanent Secr. of the SRFC	1,0
Setting up a library at the Permanent Secr.	Permanent Secr. of the SRFC	6,0
Study for the implementation of an information system	Ministry of Fisheries, Mauritanie	NN
TOTAL		33,6

B) Financial support for the travel of the staff of the Permanent Secr.

<i>Staff</i>	<i>N° of missions</i>	<i>N° of mission days</i>	<i>Cost (EURO)</i>
Aboubacar Sidibé	5	19	3.090
Bahi /O Beye	7	30	4.615
Mamadou Ball	3	15	2.160
Oscar Baldé	7	36	5.125
TOTAL	22	100	14.990

C) Financial support for the training of the staff of the Permanent Secr.

<i>Training objective</i>	<i>Beneficiary</i>	<i>Cost (EURO)</i>
Advanced training in English	Mme Yacine Diop, Executive Secretary, PS of the SRFC	762
Training course on accounting and human resources management	M. Ndiaga Dia, Head of Finances and Administration, PS of the SRFC	850
Individual training course « English Conversation »	M. KANE Ciré Amadou, Permanent Secretary	1.290
Training in the accounting software « SARRE »	M. Ndiaga Dia, Head of Finances and Administration, PS of the SRFC	2.134
Training course for attaining a diploma as Executive Secretary	Mme. Fatimata Kane, Secretary, PS of the SRFC	885
TOTAL		5.921

D) Organization of sub-regional workshops for the Permanent Secr.

<i>Topic</i>	<i>Beneficiary</i>	<i>N° of participants</i>	<i>Cost (EURO)</i>
Information system	All SRFC Member States	23	9.660
Vessel register	All SRFC Member States	20	11.164
Sub-regional research	All SRFC Member States	28	8.722
TOTAL		71	29.546

E) Equipment provided for the Permanent Secretariat of the SRFC

<i>Equipment</i>	<i>Beneficiary</i>	<i>Cost (EURO)</i>
Office furniture (4 offices)	Permanent Secr. of the SRFC	2.467
Air conditioner split type 12000 BTU	Permanent Secr. of the SRFC	448
Furniture for conference room and library	Permanent Secr. of the SRFC	6.963
Generator	Permanent Secr. of the SRFC	11.510
Computer accessories	Permanent Secr. of the SRFC	626
SARRE accounting software	Permanent Secr. of the SRFC	3.200
TOTAL		25.214

F) Miscellaneous

<i>Description</i>	<i>Beneficiary</i>	<i>Cost (EURO)</i>
Financial audit (05/2006)	Permanent Secr. of the SRFC and SOCU	11.341
Translation services	Permanent Secr. of the SRFC	700
Simultaneous translation services, Ministerial Conference	Coordination Committee, Ministers	10.671
Financial assistance to the PRCM Forum, Praia, CV		30.000
TOTAL		52.711

Project "Support to the implementation of the sub-regional action plan for the conservation and management of shark populations"

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, and Sierra Leone
Funding Agency:	MAVA / DGIS
Executing Agency:	FIBA / SRFC
Budget:	0,75 Million EURO
Duration:	4 years (01/2004 – 12/2007)

Global Objective

Promote the conservation and sustainable management of shark populations through the implementation of a Sub Regional Action Plan and the development of tools for the management of shark populations.

Status of implementation

The project is on track and has recorded very encouraging results during its first phase (2004 – 2007). These results relate to:

1. Classification of areas specialized in shark fisheries and of the stakeholders involved;
2. Case studies of shark fisheries
3. Making of a film about the conditions leading to shark fisheries in the SRFC area;
4. Comprehensive summary reports at sub-regional level based on various national studies;
5. Contribution to having the Saw-fish listed in Appendix I of CITES
6. Training of trainers, fisheries technicians, and vessel-based observers on the biology, collection of bio-statistics, and the management of shark fisheries;
7. Editing of a guide for identifying rays and sharks;
8. Study on the migration pattern of shark fishers in the SRFC region;
9. Identification of pilot programs for the retraining of stakeholders specialized in shark fisheries

Phase II of this project is in preparation. For this phase, efforts will be directed towards the following major activities:

1. Continuation of the process of implementing National Action Plans for Sharks
2. Setting up an observatory for sharks in West Africa (in cooperation with the network BIOMAC)
3. Conducting pilot projects in the field of re-conversion and conservation;
4. Capitalization and exploitation of the results of the Strategic Action Plan for sharks realized during the first phase.

Project "Strengthening of regional capacities in fisheries management "

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, and Sierra Leone
Funding Agency:	MAVA / DGIS
Executing Agency:	SRFC / IUCN
Budget:	Final leg of 1 st phase: 190.000 EURO 2 nd phase: 1.5 Million EURO
Duration:	End of 1 st phase: 12/2007 2 nd phase: 5 years (01/2008 – 12/2012)

Global Objective

To contribute to a better management of the fisheries and to enhance the sector's contribution to poverty alleviation in the SRFC countries through harmonization of policies and legislation and the provision of information and capacity building of delegations tasked with the negotiations on fisheries agreements.

Status of implementation

The funding request concerning the activities scheduled for the last months of 2007 was sent to the donors of the PRCM (Regional and Marine Coastal Program) and accepted. The funds will be used to strengthen the capacity of negotiations of the delegations participating in the negotiating of fisheries agreements. A first workshop was held from 15 to 19 October 2007 at the Novotel in Dakar, which focused on the introduction of a manual allowing delegations to improve their negotiating skills.

An internal consultation will be launched at the CSRFP during this phase to develop a glossary of terms relating to minimal conditions for access. This should gradually allow the revision of the Convention on the minimal conditions for access of 1993. Furthermore, training tailored to the special needs of SRFC Member States and a support system will be established for the preparation of fisheries agreements with SRFC countries.

Finally, the preparation of a concept paper and the final document for a project which will be larger in scale and funds will be realized by the end of 2007. This project will be submitted for funding under Phase 2 of the PRCM. It will focus on capacity building of negotiations, the provision of information on international trade in fishery products, migration of fishermen in West Africa and the integration of the fishing industry in the Poverty Reduction Strategy Papers (PRSP).

*"Towards regional policies for a sustainable fishery
of small pelagics in North-West Africa"*

Countries concerned:	Cape-Verde, Gambia, Guinea, Guinea-Bissau, Mauritania, Senegal, Sierra Leone, and Morocco
Funding Agency:	The Netherlands
Executing Agency:	SRFC
Budget:	522,750 EURO
Duration:	2 years (06/2007 – 05/2009)

Global Objective

To promote the harmonization of policies and management plans that allows sustainable exploitation of stocks of small pelagic fish in the up-welling zone of North-West Africa.

Status of implementation

In the current phase, the main activity is the start-up workshop scheduled from 29 to 31 October 2007 in Dakar. It should be noted that missions of preparation for this workshop were carried out in certain countries in order to present the objectives of the project, discuss ways to contribute to the implementation of the objectives and gather advice and recommendations partners. The objective of this workshop is to focus on the situation and the status of small pelagic species in the region of North West Africa, exchange information between the various countries concerned and develop a work plan for the project.

In terms of constraints, it is worth noting the low level of information exchange between the states concerning the exploitation and management of small pelagic species. These exchanges must be strengthened to facilitate the establishment of a process of concerted management and harmonized fisheries in the region of North West Africa. The project also experiences some difficulties with Senegal in respect to the participation and effective implication of the country in the realisation of the project.

Annexe 6

Item 2 of the agenda Results of the institutional and financial audit of the SRFC

Introduction

In accordance with decisions of the 10th Extraordinary Session of the Conference of Ministers held in Banjul on May 29, 2006, institutional and financial audit of the CSRP was conducted in the second quarter of 2007, with funding from the European Union.

The Permanent Secretariat is of the opinion that the consultant company chosen by the European Union did not have the skills required to carry out the audit with regard to the institutional aspects as set out in the Terms of Reference developed jointly by the Permanent Secretariat and the Delegation of the European Commission in Dakar.

The draft report of the audit, delivered on July 20, has been commented upon by the Permanent Secretariat. Comments have been partially integrated into the final report, which was presented to the CSRP on October 10.

This note sets out the main recommendations of this report, and proposes measures for each measure identified according to their relevance or their priority.

Propositions for possible actions

Recommendation No. 1: Amendment to the convention on the establishment of the CSRP

The auditors recommend an amendment to the convention of the CSRP broadening the organization's mandate, and agree with the proposal to set up a summit of Heads of State and government to allow greater involvement of member countries and give greater weight to the decisions and actions of the CSRP.

Both issues were raised during the visit by the President in the Member States, which was conducted from 30 September to 11 October 2007.

- As regards the amendment of the Convention of 1993, a draft decision was submitted to the 16th Ordinary Session of the Conference of Ministers in Bissau in April 2006. It is now the task of the Conference of Ministers to conduct a further review of this project and agree to its adoption.
- Regarding the establishment of the Summit of Heads of State and government, it should be remembered that only the Gambia had responded positively to this proposal. The Conference of Ministers will decide on this proposal in order to enhance the reform process envisaged.

Recommendation No. 2: Clearance of arrears of contributions from Member States

The auditors recommended that member states of the CSRP find a consensus on the settlement of arrears of contributions, stating that a debt rescheduling is feasible provided that it is respected. They believe that the settlement of these arrears should be seen as a precondition for the establishment of the financing agreements.

This issue was also discussed during the visit of the President in Member States from 30 September to 11 October. It was recalled that Member States need to provide a payment schedule of arrears of contribution.

Recommendation No. 5: Changes in the frequency of meetings of the Conference of Ministers and the Coordinating Committee

The auditors believe that the ordinary sessions of the Conference of Ministers must be held annually and those of the Coordination Committee biannually.

These recommendations are in conflict with the current agreement into force, which takes into account the obligations of the members of these two bodies, and does not take into account the possibility of holding extraordinary sessions as often as necessary.

Recommendation No. 6: Improved presentation of the reports of sessions of the Conference of Ministers

The auditors recommended replacing the reports of the sessions by Minutes, which must contain a portion containing the resolutions (decisions) taken by the Conference of Ministers during the session. These documents should be systematically approved and signed by the Ministers. In this way the approval and signature provide the official character of the documents of the CSRP.

The Conference of Ministers will consider this recommendation for adoption. It will come into force immediately. However, the minutes should only concern the sessions of the Conference of Ministers, and their signature be limited to the President.

- Recommendation No. 7:** Improving the recruitment process for the Permanent Secretary
Recommendation No. 8: Restructuring of Financial and Administrative Services
Recommendation No. 10: CSRP Staff training in the working languages
Recommendation No. 11: Establish a recruitment policy
Recommendation No. 12: Improving the process of selection of candidates for recruitment
Recommendation No. 13: Strengthening the expertise and qualifications of personnel
Recommendation No. 14: Improving the salary scale applied at the CSRP
Recommendation No. 15: Improved procedures for the recording of working time
Recommendation No. 16: Developing a training plan
Recommendation No. 17: Establishment of a system for monitoring performance and skills assessment
Recommendation No. 18: Establishment of procedures for the evaluation scheme of CSRP staff
Recommendation No. 19: Creation of a career management plan

These recommendations, which relate to specific aspects of human resources management, are to be taken into consideration in the context of general principles relating to the procedures for recruitment and appointment of CSRP staff that will be addressed in section 3 of the agenda of the current session.

- Recommendation No. 21:** Improved procedures for the award of tender contracts
Recommendation No. 22: Amendments to the provisions of the Financial Regulation relating to procurement
Recommendations 27 and 28: Creation of a manual accounting of the CSRP (SP and UCOS)
Recommendation No. 29: Establishing an accounting in line with international standards
Recommendation No. 30: Purchase of accounting software
Recommendation No. 31: Improving the presentation of financial statements
Recommendation No. 32: Improved procedures for archiving and filing of accounting documents
Recommendation No. 33: Improved procedures for the preparation of the budget
Recommendation No. 34: Improving the budget presentation
Recommendation No. 35: Improved monitoring of budget execution
Recommendation No. 37: Establishing a contingency planning of cash

These recommendations are relevant and should be taken into account in the process of revising the manual of procedures of the Financial Regulation.

Recommendation No. 36: Splitting of duties in the financial management

This recommendation is to be taken into account and measures necessary for its implementation will be addressed in section 3 of the agenda of the current session.

- Recommendation No. 23:** Establishing a strategy for communication and information within the CSRP
Recommendation No. 24: Improved backup system data within the CSRP

These recommendations are relevant and appropriate measures will be discussed in section 3 of the agenda of the current session.

Recommendation No. 25: Developing the service of the decentralised service of UCOS

The auditors believe that the institution will be more effective by transferring all services to its headquarters, ie the UCOS based in Dakar.

This recommendation must be submitted for consideration by the Conference of Ministers.

Recommendation No. 26: Clearance of the financial situation of the UCOS

Recommendation No. 41: Adjustment of accounts of UCOS

These recommendations are to be taken into consideration, taking into account the importance of the amounts due and not justified, mainly related to surveillance missions carried out in 2004 and the non-payment of income taxes of Mr. Jones. The Conference of Ministers will review this matter and take a decision regarding the reimbursement of these amounts and the dismissal of Mr. Jones.

Recommendation No. 20: Closure of the accounts for 2006 and submission to external audit

Recommendation No. 39: Clearance of outstanding in accruals dating from previous years

The accounts have been closed, but not yet validated by an External Auditor for reasons of lack of available funds.

Dakar, October 18, 2007

The Permanent Secretary

Annexe 7

Item 3 of the agenda Other issues related to the functioning of the bodies of the SRFC

Introduction

In the global context of crisis in the fisheries sector, a growing number of countries are engaged in the creation or strengthening of Regional Fisheries Organizations, in order to strengthen their cooperation, to harmonize their sector policies, or even to have more capacity and power on the international level.

The SRFC is one of the oldest regional fisheries organizations and, since 2005, has continued to increase in power to benefit, with the support of FAO, from longstanding relationships with key partners in development through various projects designed on the basis of the components of the Strategic Action Plan adopted in 2002 by the Member States.

This has been particularly encouraged by the results from the commemoration of the 20th anniversary of the creation of the SRFC held in April 2005 in Dakar. On this occasion, the 9th Extraordinary Session of the Conference of Ministers had instructed its President to transmit to the Governments of Member States the proposed amendment to the Convention on the institutional reforms needed for the revitalization of the institution, including a proposal for the establishment of an Assembly of Heads of State and government as a political impetus and orientation of the activities of SRFC.

In this perspective, Member States had expressed their willingness to strengthen the Permanent Secretariat by the recruitment of a Program Officer and an Assistant for Information, Communication and Training in 2005, and of a Scientific Advisor in 2007.

However, recent developments and challenges in sub-regional fisheries cooperation together with demands of implementing major projects financed by the European Union, German, French and Dutch cooperation, the Global Environment Facility and the World Bank, the strengthening of the bodies of the SRFC still needs to be achieved.

This paper attempts to complement the recommendations of the institutional and financial audit conducted in 2007, which failed to meet all the expectations of Member States and partners of the SRFC, for specific proposals regarding its mandate and bodies.

1. Conference of Ministers

The findings of the mission from 30 September to 11 October 2007 by the Presidency of the Conference of Ministers in the Member States of the SRFC, confirm the need to strengthen the mandate of the SRFC and the level of decision-making of the institution.

This evolution of the SRFC has already been the subject of several proposals, including

- The draft amendment to the convention of 1993, submitted to the Conference of Ministers in 2005, and
- The draft declaration submitted to the Conference of Ministers of Bissau in April 2006.

The draft amendment to the Convention, which proposes the establishment of a Summit of Heads of State and government as the best solution to the need to increase the level of decision of the SRFC, has until now only been approved by the Gambia. Hence, it is still up to the Conference of Ministers to promote the process of consultation with Member States in view of the adoption of this amendment.

The draft declaration on strengthening the sub-regional cooperation, which aims to strengthen the mandate of the SRFC is still valid. The Conference of Ministers is to finalize and adopt the draft in order to allow the necessary reforms with regard to the revitalization of this organization of common interest.

2. Coordinating Committee

Faced with the need to strengthen this body essential for the monitoring of activities and dissemination of information of the SRFC, it appears that its main constraint is tied to the position of Director of Fisheries (or of the Management of Fisheries) of its members, and the duties incumbent upon them. To remedy this situation, the appointment of liaison officers to ensure regular and continuous liaison with the Permanent Secretariat in the management of daily matters seems the most appropriate solution.

It is up to the Coordinating Committee to submit a proposal for a recommendation to the Conference of Ministers for more effective functioning of that body.

3. Permanent Secretariat and SOCU

3.1. Organigram of the Permanent Secretariat and SOCU

The audit confirmed the weaknesses of the Administrative and Financial Services and the need for the recruitment of an accountant specifically responsible for the general accounting and the budget monitoring, and distinct from the officer in charge of the administrative aspects.

Shortfalls in funding had not previously allowed proceeding with the recruitment of an accountant.

The need is also stressed to strengthen the capacities of the SRFC in the field of human resources management (professional careers, training).

Restructuring could help improve this situation through the creation of two positions:

- a position of a full-time accountant, whose recruitment could take place before the end of 2007. The creation of this position would have a financial impact in excess of what was provided for the hiring of an assistant accountant in the 2007-2008 budget of the SRFC, and would require a revision of the budget for the year 2008.
- a position of Chief of Human Resources, in charge of staff management, recruitment and training. Duties could be performed by the current Chief of Administrative and Financial Services once his responsibility for accounting would shift to the proposed new accountant position.

This development would also save time for the Assistant in Information, Communication and Training, who would retain only the first two of his actual three functions. This new function will be assigned in the future to an Information and Communication Officer.

Finally, based on the recommendations of the institutional and financial audit and the conclusions drawn from the evaluation report of the supervisory staff, a new organizational structure is proposed in view of the strengthening of the Permanent Secretariat:

PERMANENT SECRETARIAT

- Permanent Secretary
- Program Officer
- Scientific Advisor
- Information and Communication Officer
- Chief of Human Resources
- Accountant
- Management Assistant
- Employees of general services

SURVEILLANCE OPERATIONS COORDINATION UNIT (SOCU)

- Head of Service
- Informatics specialist
- Support staff

The two units of staff need to be maintained at UCOS since the team will be reinforced in the near future through the recruitment of a regional MCS expert in the framework of the EU Fisheries Surveillance project. The budget in 2008 will be amended accordingly.

3.2. On the procedures for hiring, evaluating and promoting Permanent Secretariat staff

In general it becomes clear that the SRFC is experiencing a growing need for qualified personnel to different positions. The modalities of recruitment, as well as the evaluation of staff -necessary for their eventual promotion, suggests for a number of changes in the existing procedures.

The audit recommends that any successful candidate for a position within the Permanent Secretariat is subjected to an interview checking on their skills and experience. This recommendation suggests an amendment to the Rules of Procedure (Article 13) in the sense that the use of a specialized service provider will be obligatory for the final stages of selection (interview of pre-selected candidates).

A new guide to procedures will be developed, detailing the modalities of publication of vacancy announcements, criteria and methods of evaluation of applications and interviews of pre-selected candidates, and the rules of finalizing the selection for all positions of the Permanent Secretariat and the SOCU staff.

The audit recommends the establishment of a staff evaluation scheme based on the behaviour and performance. Again, the use of an external service provider seems to be the best way to establish such a scheme in an independent and transparent manner. This recommendation, however, involves another amendment at the Rules of Procedure (Art. 22), which currently indicates that the staff assessment is based on a simple evaluation by the Permanent Secretary. Provision should also be made in the budget to cover the costs of such expertise.

Proposed resolution to be submitted to the Conference of Ministers:

- Amendment of Rules of Procedure in article 13
- Amendment of Rules of Procedure in Article 22, paragraph 3.
- Revised Budget for the year 2008

Dakar, October 18, 2007

The Permanent Secretary

Annexe 8

Regional Fisheries Project for West Africa

Summary of the main steps in the preparation of the project

1. Project Goal

The project's objective is the sustainable growth of the wealth generated by the exploitation of fisheries resources in West Africa, with emphasis on the part of this wealth retained by countries and operators in the sub-region. This is to be achieved by: (i) strengthening national and regional capacities for good governance and sustainable fisheries management, (ii) a reduction of illegal fishing, and (iii) an increase in the contribution of marine resources to the local and national economy.

2. Preparation Process

The three basic elements of the process of preparation of this project are: (i) the concept paper of the project adopted by all SRFC states and Ghana, the Strategic Action Plan of the SRFC and the portfolio of interventions of other projects / bilateral or multilateral partners in the fisheries sector in West Africa.

In addition, based on the components outlined in the concept paper of the project, five regional working groups are proposed for the preparation of the project:

Group 1: Logical Framework and identification of national and regional projects

- Permanent Secretariat of the SRFC,
- Sponsors/bilateral and multilateral partners,
- National Bureau of Fisheries and/or Bureau of Fisheries Management of the Member States of the SRFC, and of Ghana.

Group 2: Good governance and sustainable management of fisheries

- Experts from the FAO,
- National Bureau of Fisheries and/or Bureau of Fisheries Management of the Member States of the SRFC, and of Ghana
- Fisheries research institutions in the sub region,
- Legal experts of the sub-region.

Group 3: Reduction of illegal fishing

- Institutions/Departments responsible for monitoring, control and surveillance in the Member States of the SRFC, and in Ghana;
- Surveillance Operation Coordination Unit (SOCU) of the SRFC;
- Experts from FAO.

Group 4: Increasing the contribution of marine fisheries resources to the local and national economies

- Authorities concerned of the Ministries of Economy and Finance of the member states of the SRFC and of Ghana;
- Fisheries research institutions in the sub-region,
- Department and/or economic divisions of the Ministry of Fisheries of the member states of the SRFC and of Ghana,
- Economists from the group of donors (World Bank, French Development Agency, African Development Bank, etc.)

Group 5: Institutional arrangement of the Project

- National Bureau of Fisheries and/or Bureau of Fisheries Management of the Member States of the SRFC, and of Ghana;
- Concerned authorities of the Ministries in charge of the Environment in the member states of the SRFC and in Ghana,
- Concerned authorities of the Ministries of Economy and Finance of the member states of the SRFC and in Ghana,
- Permanent Secretariat of the SRFC,
- The World Bank.

3. Key stages proposed for the preparation of the project (in chronological order)

- 3.1. *Common vision of the project and its preparation.* The SRFC and the countries concerned must first agree on a common vision of what they want to achieve with the project, and what must be done to prepare the project (development of a logical framework).
- 3.2. *Baseline studies and collection of information.* This section includes studies and activities to be conducted in order to prepare decisions made by the countries.
- 3.3. *Activities in respect to national preparation.* Each country will appoint the member of the Coordinating Committee of the SRFC as the national focal point. This person will organize a national team, which will analyze the results of the baseline studies and other sources of information, summarize the current situation and national strategies, in order to prepare a national program for each component of the project (activities, budget, schedule). The results will be forwarded to the Regional Working Groups (pre-evaluation of the project).
- 3.4. *Activities in respect to regional preparation.* The SRFC will create regional working groups (consisting of the National Focal Points and experts), which will assemble the results of the work of the national groups to build the regional program to be presented to the plenary.
- 3.5. *Validation of the project in plenary.* Each regional working group will present its findings at a plenary meeting of all countries involved in the project, as well as regional players. The findings will be integrated into a final project document to be submitted to the World Bank. The accession of all countries to the final document of the project will be confirmed by a Memorandum of Understanding between countries detailing all operational aspects, which are not covered by existing agreements.

The Permanent Secretariat of the Sub-Regional Fisheries Commission shall coordinate the above activities on behalf of the countries involved in the project, and shall support national and regional working groups (e.g. summarizing the discussion groups, providing them with information and project drafts). At the end of the preparatory phase, the Permanent Secretariat of the CSRP shall submit a draft project document, as well as the execution manual of the project. It is proposed to recruit at the CSRP a regional full time consultant for the preparatory phase to be financed from the funds for the preparation of the project.

The total duration of the preparation period will be about 1 year, starting in November 2007.

**DRAFT TIME TABLE
FOR THE WORK PLAN OF THE PREPARATION PHASE
OF THE
REGIONAL FISHERIES PROJECT FOR WEST AFRICA**

Result	Main Activities	Responsible	Date of completion	Cost in US\$	Funding source
Workshop for project preparation (logical framework and shared common vision)	Preparation and adoption of a draft framework (distinguishing between national and regional activities): <ul style="list-style-type: none"> ▪ Mission of the SRFC in Member States and Ghana (3 weeks) ▪ preparation of the project working document on the basis of the concept note of the project, SAP, and the intervention of other donors) ▪ Organization of a workshop (two participants per country: Ministries of Fisheries and of Finance), ▪ Preparation of the terms of reference of the regional consultant for the preparatory phase of the project, ▪ Preparation of the terms of reference of the working groups. 	SRFC and Ghana	Day D + 30		
Component:	Diagnosis on the state of the fisheries and the fishery resources in each country.	Permanent Secretariat of the SRFC + FAO			
Good governance and sustainable management of fisheries	Status of governance in fisheries and identification of needs for capacity building in defining national fisheries policies, including ecosystem approaches.	Permanent Secretariat of the SRFC + FAO			
	Studies on the mechanisms for the adjustment of capacity and fishing effort, and the allocation of fishing rights in relation to the availability of resources within each country.	Permanent Secretariat of the SRFC + FAO			
	Review and analysis of public expenditure in the fisheries sector in some member countries of the SRFC (Gambia, Guinea, Guinea-Bissau and Mauritania).	Permanent Secretariat of the SRFC + FAO			
	Finalisation of the national program document "Good Governance and Sustainable Fisheries", by country and based on the above mentioned studies.	National Teams			
	Finalisation of the project document related to this component.	Regional Working Group			
	Component:	Implementation of two harbour studies.	WB + FAO + Permanent Secretariat of the SRFC		
Combating illegal, undeclared, and unregulated (IUU) fisheries / Monitoring, Control and Surveillance (MCS)	Evaluation of the impact of illegal fishing	WB/MRAG + SP/SRFC			
	Study and identification of needs for capacity building to combat IUU fishing practices and the improvement of MCS systems.	SP/SRFC + Consultant			
	National validation of needs in each Member State of the SRFC and Ghana.	National Teams			
	Finalisation of the project document related to this component.	Regional Working Group			

Result	Main Activities	Responsible	Date of completion	Cost in US\$	Funding source
Component: Improving the integration of fishing activities into national economies	Analysis of the ancillary sectors (constraints and opportunities) for the main fisheries in the region.	SP/SRFC + Consultant			
	Market Studies (national, regional and international) - identification of business opportunities, investments required and the main constraints.	SP/SRFC + Consultant			
	Discussion paper on the economic approach and taxation in the fisheries sector.	WB			
	Finalisation of the national program document "Improving the integration of fishing activities into national economies", by country and based on the above mentioned studies.	National Teams			
	Finalisation of the project document related to this component.	Regional Working Group			
Component: Management – Coordination, monitoring, and evaluation of the project	<ul style="list-style-type: none"> ▪ Proposal for the institutional set-up related to the implementation of the project, ▪ Preparation of the provisions in respect to financial management and procurement, ▪ Project document and manual of procedures for submission to the Board of Directors of the WB. 	Working Group + SP/SRFC			
	Elaboration of a system for monitoring and evaluation of the project.	SP/SRFC + WB			
	Study on the institutional set-up of the project (Consultancy).	SRFC			
Cross-cutting issues	Environmental and social impact assessment, including environmental and social management plan.	SP/SRFC + WB			
	Assessment of the involvement of local stakeholders in the fisheries and of their perception in respect to fishing and fisheries policies.	WB + SP/SRFC			
	Elaboration of the terms of reference for the working groups.	SRFC/WB			
Summary report of the results of the working groups and finalisation of the project document	Summary of results of the consultations and working groups and finalization of the logical framework (Regional Workshop)	SRFC + Ghana + WB			
	Evaluation mission of the World Bank.	WB			
	Finalisation of the first version of the project and submission to the Conference of the Ministers of the SRFC.	SRFC			
	Preparation of the final project document and submission to the Board of Directors of the WB.	SRFC + WB			