



**The Ministerial Conference on Fisheries Cooperation among African  
States Bordering the Atlantic Ocean**

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**Executive Secretariat**  
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**Request for proposal**

***Study on fisheries and aquaculture industry in  
ATLAFCO Member States***

**Ref. Project: A-4**

**Notice N°: 1/11**

**Countries: Guinea, Ghana and Namibia**

**Financing Source: ATLAFCO**

**Date of publication : Decmber, 2011**

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## SECTION I: LETTER OF INVITATION TO SUBMIT TENDERS



### **The Ministerial Conference on Fisheries Cooperation among African States Bordering the Atlantic Ocean**

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**Executive Secretariat**  
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**Object:** Invitation to submit tenders for a study on fisheries and aquaculture industry in ATLAFCO Member States

**Madam, Sir,**

ATLAFCO invites proposals for the selection of the consultant to carry out a study of the fisheries and aquaculture industry in Member Countries of ATLAFCO (see Terms of Reference (TOR) attached)

Please, let us know in writing that you have received this invitation letter and that you will submit a proposal to our email address and fax listed below:

ATLAFCO Executive Secretariat

BP 476, Quartier Administratif, Agdal. Rabat, Morocco

**Tel** (212) 537 68 83 30 **FAX** (212) 537 68 83 29 **E-mail:** [secretariat@comhafat.org](mailto:secretariat@comhafat.org) with Cc to : [oikawamasakichofu@yahoo.co.jp](mailto:oikawamasakichofu@yahoo.co.jp)

This proposal must be received at the Secretariat no later than: November 28, 2011 at 12 o'clock (noon)

**Please be assured, Madam/Sir, of my esteem and consideration.**

**Attachments:** Terms of reference

## SECTION II: TERMS OF REFERENCE



**The Ministerial Conference on Fisheries Cooperation among African  
States Bordering the Atlantic Ocean**

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**Executive Secretariat**  
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**Terms of reference :**  
***Study on fisheries and aquaculture industry in  
ATLAFCO Member States***

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## **1. General Information**

### **1.1 ATLAFCO and Fisheries Promotion Fund**

The Ministerial Conference on Fisheries Cooperation among African States Bordering the Atlantic Ocean (ATLAFCO) is an intergovernmental organization for cooperation in Africa that brings together 22 States located on the Atlantic coast stretching from Namibia to the south, to, Morocco in the north. It stems from international cooperation imperatives to improve the framework for sustainable management of fisheries for its member states. The mandate of ATLAFCO is:

- ♣ To promote and strengthen regional cooperation on fisheries management
- ♣ To develop, coordinate and harmonize efforts and capabilities of Member States for the conservation and sustainable exploitation of fisheries resources.
- ♣ To revitalize all national economic sectors on the basis of direct and induced effects that may result from the exploitation of fishery resources

ATLAFCO signed on October 29, 2009 a Memorandum of Agreement with the Japanese Foundation for cooperation on fisheries (OFCF, Japan) which enabled the implementation of a Fisheries Promotion Fund (FPF). This fund is intended to finance development projects in the area of capacity building of Member States in fisheries and aquaculture as well as support for the implementation of international regulations.

Within the framework of this Fund, ATLAFCO is to finance a study of the fishery and aquaculture industry in its Member States. The aim is to analyze the fishing industry in the ATLAFCO region in the light of commercial changes at the international, regional and national levels for consideration in policy management and utilization of fisheries resources.

### **1.2 Recipient Countries**

The recipients of this project are Guinea, Ghana and Namibia. These three countries have very different profiles that are, to a certain extent, representative of the situation prevailing in the 22 Member States of ATLAFCO. Thus, Guinea can be characterized by fisheries of medium size (less than 100 000 t per year), a strong presence of foreign fishing vessels and a low volume of export; Ghana has a very important fishing activity (350 000 t ), pelagic namely, a high consumption (30 kg / year / per capita) requiring massive imports of small pelagic (amount equivalent to the total national production) and exports in the form of canned tuna in steady decline for a decade now (35,000 t); Namibia by an even higher production than Ghana (500,000 t, which is largely intended for the production of fish meal), a domestic consumption average of about 14 kg a year per capita and a very high level of exports (350,000 t).

The study of these three countries' industries is a pertinent approach to look at the diverse situations which characterize the 22 Member States of ATLAFCO. The fishing industry in the other countries will be probed in the next three years at a rate of 6 to 7 countries a year.

### **1.3 Contracting Authority**

**ATLAFCO**  
Haut Agdal, BP 476  
Rabat,

#### **1.4 Useful information about recipient countries**

**Guinea** has a very rich potential (on top of one third of world's bauxite reserves: gold, diamonds, iron, manganese, zinc, cobalt, nickel, uranium) largely untapped because the mining sector contributes 15-20% to GDP and over 60% of the country's exports, but only accounts for 25% of domestic revenues of the state.

The political instability experienced by Guinea in 2009 and 2010 has significantly impacted the Guinean economy: low economic growth (-0.3% in 2009 and 1.9% in 2010), higher inflation (7, 9% in 2009, 21% in 2010) due to the growth of money supply (25% in 2009 against 75% in 2010), two-fold increase of the budget deficit (7.2% of GDP in 2009, 14.2% of GDP in 2010). While Guinea had reached in December 2000 the decision point of the initiative for Heavily Indebted Poor Countries (HIPC) initiative, the IFIs have stopped all relations with Guinea after the coup staged by Dadis Camara in December 2008. With the launch in February 2010 of the transition by general Konate, France has reacted to bring IFIs to resume relations with Guinea. Following the election of Alpha Conde in November 2010, the IFIs have recognized the Conde government and visited Guinea in February and March to establish modalities for the resumption of funding programs.

The Guinean authorities have displayed a desire to conclude very quickly a program with the IMF and find a solution to the clearance of external debt prior to the restarting of the Heavily Indebted Poor Countries initiative (HIPC) and a resumption of activities of the IFIs. Guinea hoped to get the first positive signs from the IMF in the spring meetings. Guinea was not ready, however, the IMF decided to defer consideration of the case of Guinea to June 2011. The joint strategy to consider reaching the completion point under the HIPC Initiative in April / May 2012 which had been set in the spring has been questioned in June by the compensation of 700 million USD paid by Rio Tinto . The IFIs have again visited Guinea in July and could note a good macroeconomic performance for the first half of 2011. A new mission was to visit Guinea in September to prepare for the fall meeting in Washington.

**Ghana** has displayed over the last decade positive economic and financial results, mainly marked by sustained and stable economic growth (5% per year on average since 2000, with the exception of 2009 marked by the global economic crisis: 4.7%). The prospects for oil exploitation suggest important sources of income in the years to come. The production began in December 2010. When mining operations reach their cruising speed (250,000 b / d expected by 2013, which would rank Guinea among the top 50 world producers), the annual revenue from oil should range between 1 and 2 billion USD. The Ghanaian Parliament passed in early March the "Petroleum Revenue Management Act" which provides for the allocation and use of the oil revenues and the introduction of obligations to ensure transparency of accounts.

However, Ghana's economy remains dependent on agriculture (60% of the workforce), focused on cocoa, with growing production (703,000 tons, +10.8%, second world rank). The secondary sector is dominated by extractive industries (12% of GDP): gold (the second African producer) and, to a lesser extent, diamonds, manganese, bauxite. Manufacturing (10% of GDP) remains low, although cited as a national priority. Services are driven by the business of re-export and tourism. The contribution of the powerful diaspora, estimated at 2 to 4 billion dollars is also an important financial resource. Ghana, therefore, has real assets to achieve its development objectives in the medium term.

Despite this favourable backdrop, the new President inherited a difficult economic situation marked by a record level of its public deficit (14.5% of GDP in 2008 against 9% in 2007) and by a significant acceleration of inflation (however now declining, 16.7% on average in 2009). The budget deficit was reduced to 9.7% in 2009, close to the target of 9.4%.

The country enjoys active relations with Western donors. In March 2001, facing a sharply deteriorated financial situation, Ghana said it would benefit from the enhanced HIPC (Highly Indebted Poor Countries). It reached on July 9, 2004 the completion point which allowed it to implement fully the process of the Ghanaian bilateral debt reduction (Paris Club) and multilateral one (MDRI: Multilateral Debt Relief Initiative). This reduction in external public debt of Ghana was a \$ 5 billion on a \$ 7.5 billion outstanding initial. In addition, Ghana was the first African country to submit (in 2003) to a peer review within the framework of NEPAD. The difficult budgetary situation of the country and the unfavourable international environment led the international financial institutions to provide new financial support to Ghana (three-year agreement with the IMF under the Extended Fund Facility-FEC-of SDR 387.4 million in July 2009, budget support of \$ 300 million from the World Bank in June 2009).

Ghana has completed, end of 2002, a strategic framework to fight poverty (Growth and Poverty Reduction Strategy, GPRS), which was the reference document for the development policy. The second GPRS, covering the period 2006-2009, made of growth the foundation of all other interventions and was based on three pillars: accelerating growth and private sector development, human development (education, vocational training, health, HIV / AIDS, population, water and habitat), good governance and civil liability. The maturity of this second strategic document led Ghana to develop a new framework for development policy, currently being finalized, which aims to eradicate poverty and to enable Ghana to achieve the status of medium income countries by 2015.

*Namibia*, a country ranking as "middle income" by the World Bank, would like receive the same treatment as LDCs due to the poverty of the majority of the population. This status would, in particular, help it obtain soft loans from the World Bank.

The economy is heavily dependent on South Africa : Customs Union (SACU, the redistribution of tariff revenues finance 40% of the Namibian budget), major part of South Africa in imports (85%) and alignment of the Namibian dollar on the South African rand. It is also dependent on weather conditions and fluctuations in world prices of natural resources (diamonds, uranium, copper, agricultural products, fisheries).

Thus, agriculture and fisheries risk being permanently affected if Namibia does not sign an Economic Partnership Agreement (EPA) with the European Union and lose the tariff preferences it enjoys and access to its products to the European market. However, uranium production increased by 10% in 2009 and forecasts indicated a 20% increase in 2010 because of increased production capacity of the sites of Langer Heinrich and Rossing and the operation of Trekkopje site as well.

Trade openness of Namibia remains strong (imports of goods account for over 40% of GDP). Thanks to exports of mineral resources, the country had trade balances close to balance until 2007 (surplus of 1.2% of GDP by 2006, deficit of 2% in 2007).

In 2009, the Namibian economy is in recession (-0.6% forecast in 2009 by the Central Bank) because of falling demand and prices of most raw materials. The number of jobs that could be lost from the 8000 in the mining sector was estimated to several thousands (1 / 8 of GDP but over 50% of exports in 2008). Unemployment affects over 30% of the population. Public debt remains moderate at about 20% of GDP in 2008 but is expected to increase to nearly 30% as of 2011. The Government is also faced with very important social inequalities compounded by a prevalence rate of HIV / AIDS at 20% (UNAIDS). The pandemic would have reduced life expectancy at birth from 61 to 47 years between 1991 and 2008.

Land reform (over 40% of land is owned by 4,000 white farmers) is controversial. A radical fringe of SWAPO would like the government to speed up the process of redistribution. A property tax on commercial properties has been set up to finance the purchase of land law was amended to give more powers to the Ministry of Land Reform.

Substantial efforts have been made to overcome these difficulties: The Government's economic policy is governed by the third five-year national development plan covering the fiscal years 2007/2012 and whose objectives are: accelerating economic growth, reduction of poverty and wage inequality, private sector and infrastructure development.

Faced with the crisis, the government has set up an accommodative economic policy: Namibia has announced an expansionary and deficit budget in 2009/2010 (deficit of 5.2% of GDP) but this choice remains sustainable after several years of budget surplus and despite the decline in SACU revenues, which will also affect the budget of Namibia in 2010. But the growth targets of 5% targeted by the Economic and Financial Namibian authorities are difficult to achieve for 2010.

### **1.5 Current situation in the fisheries sector**

*Guinea* - bounded to the north by Guinea-Bissau and to the south by Sierra Leone, the Guinean continental shelf is the largest submerged area of Atlantic Africa (56 000km<sup>2</sup>). It is up to 200 km wide and its slope is very low. The coastline is 300 km long. Four groups of fish stocks are present in Guinean waters. The annual exploitable potential of small pelagic species is 200 000 t, 40 000 t of demersal, 2000 t of shrimps and 10 000 t of cephalopods.

Fishing is an important sector of the national economy. It generates nearly 10,000 direct jobs and provides 40% of animal protein consumed in the country. Fishing is part of the primary sector which is dominated by agriculture which contributed 25% to the formation of nominal GDP in 2003 against 4% for fishing. In 2008, per-capita consumption of fish is around 10 kg per year. Ranking within the primary sector (agriculture, livestock, fisheries, forests), fishing generated in 2004, for the only sale of licenses and fines, more than 13 billion Guinean francs, approximately 5 million U.S. dollars, for the benefit of the public treasury.

Industrial processing is primarily associated with the export trade with seven plants (five for fresh fish, one for frozen fish and 1 for shrimp aquaculture) and 8 freezer vessels (September 2009) that meet EU standards and which have approval numbers. The main products are frozen fish and shrimp and chilled fish in large quantities. Frozen fish in the sea is also landed ashore for local markets. 7 companies see to the export of fish and fishery products.

Smoking of fish is the traditional method of fish processing most commonly used. The unused pieces from the smoking process and not marketable are used in the preparation of animal feed, for chicken namely. Salting and drying are also widely practiced, especially for mixed species and shark. Wood stoves and traditional open wood fires are used. The chokor oven was also introduced as a means of reducing consumption of wood for even more effective smoking of the products.

In terms of international trade, demersal species with high commercial value, both fresh and frozen, and frozen shrimps and cephalopods are the main export products. Between 2003 and 2008, export volumes were about 5 000 tons / year. Shark fins are also an export commodity like shark meat, usually salted and dried, is for sub-regional markets.

Several barriers to adding value and marketing have slowed the development of fisheries: the length of the rainy seasons, which prevents effective drying fish, poor sanitary conditions on the landing sites, the sporadic power for cold storage, low production capacity of ice, transport inefficiency and lack of funds.

**Ghana** - Ghana's coastline extends for almost 550 km and its continental shelf covers an area of 24,300 km<sup>2</sup>. The area of the Exclusive Economic Zone (EEZ) of the country is 218,100 km<sup>2</sup>. Fishing is carried out both at sea and in bodies of water. The fisheries sector in the sea can be divided into four sub-sectors: small-scale (or artisanal), semi-industrial (or inshore), industrial and tuna. Of these four sub-sectors, the most important is the small-scale artisanal fishing or in terms of tonnage of fish landed, which amounts to 70-80 percent of the national fish production.

Small-scale fisheries are characterized by the use of multiple gear including purse seines, beach seines, set nets, drift nets and lines and hooks. These machines are operated from boats. There are about 11 200 boats and over 124 000 fishermen in activity from 300 sites and can be even located all along the 550 km of coastline. About 50 percent of these boats are powered by outboard engines with a capacity of up to 40 hp.

The semi-industrial or coastal fleet consists of about 230 wooden ships built locally and powered by on board engines with a power of up to 400 hp. Their length varies between 8 and 37 m. Vessels whose length is less than 12 m are designated as small boats, while those whose dimensions are between 12 and 22 m are referred to as medium-sized vessels.

In 2009, the fleet includes 48 industrial trawlers, pair trawls 7, 2 shrimp, 26 bait holder boats and 10 purse seiners fishing for tuna. The boats operate from the ports of Tema and Takoradi located in the deep waters of the ocean. Shrimp trawlers exploit demersal and semi-pelagic. The law requires these vessels specialized vessels in deep sea fisheries to operate in waters more than 30 meters deep.

Tuna fishing vessels mainly catch tuna yellowfin tuna (*Thunnus albacares*), skipjack (*Katsuwonus pelamis*) and bigeye tuna (*Thunnus obesus*). Most of them are operated by joint companies with Ghanaian owners with at least 50 percent of the shares, as provided by the Fisheries Act 625 of 2002.

Lake Volta, the tanks closely linked to irrigation and drinking water projects and ponds are the main sources of freshwater fish in Ghana. Fishing in Lake Volta (with an area of 8480 square kilometers and 5,200 km of shoreline) accounts for about 90 percent of the total production of freshwater fish in Ghana, which is estimated at around 90 000 tons. About 80 000 fishermen and 20 000 persons in charge of processing and marketing of fish are employed in the fisheries of Lake Volta. The boats engaged in activities related to fishing in Lake Volta total 17 500. Vehicles used for this purpose are the hawks and gill nets, hooks and lines and traps. The species composition of landings is: cichlids (38%), *Chrysichthys* spp. (34%) and *Synodontis* spp. (12%).

With an annual consumption of 25 kg per capita in Ghana, preference is given to fish because of its high animal protein. It provides 60 percent of the diet of animal protein in Ghana. About 75 percent of the total domestic production of fish is consumed locally. The fishing industry in Ghana is based on resources from the fishing industry and continental fisheries (freshwater), coastal lagoons and aquaculture.

The 16 processing plants whose products are destined for international markets conform to health and international food security conditions. Processing activities include the thread, canning, cutting, packaging, storage, refrigeration and freezing as well as trade of live crustaceans. In 2005, Ghana had five tuna canneries in working order. Canned tuna is, by far, the most important processed product. Approximately, two thirds of the landed tuna is processed into loins or canned and exported, the rest is sold locally.

**Namibia** - Namibia has one of the world's most productive fishing areas due to upwelling of nutrient-rich cold waters of the Benguela current. More than twenty species of fish are caught. Most of the catch consists of small pelagic (sardine, anchovy, horse mackerel and mackerel) and lobster along the coast in shallow waters of the continental shelf, as well as large pelagic species and demersal and deep water (monkfish, sole and crab) in the waters further offshore. The marine fisheries sector of Namibia is exclusively industrial.

The development of marine fisheries in Namibia took place following the country's independence in 1990 and the declaration of the EEZ of 200 miles ensuring full control over fisheries resources. Nearly 300 licensed vessels, of which approximately 80% held by national armaments operate in national waters. The production is about 550,000 tons per year.

The catch is landed in two ports: Walvis Bay and Luderitz. Most processing plants are located in Walvis Bay. About 30 plants currently operating in Namibia process approximately 85% of production which is mostly exported. Part of the production is transshipped at sea. The main activities of transformation are filleting, canning, gutting and production of fishmeal and fish oil.

The domestic market for fish products is extremely limited due to a national population of only 2 million. Culinary culture in Namibia is mostly based on the preparation of dishes from meat. Thus, only 10% of the population consumes fish.

The country exports over 90% of its production in various forms primarily to European markets, North America, the Middle East and African markets. Exports account for 15% of the total country's exports worth about 400 million Euros. Species of high commercial value (hake, etc.) are exported to markets in Europe and North America while the species of low commercial value (small pelagics) are exported to the Middle East and other African countries.

## **2. Expected goals and results General objective**

The overall objective of the study is to contribute to sustainable and equitable management of fisheries of the Member States of the ATLAFCO.

### **2.1 Particular Objectives**

The specific objective is to analyze the fishing industry in Guinea, Ghana and Namibia in the light of business changes taking place at international, regional and national levels.

### **2.2 Results to be achieved by the provider**

Three results are to be achieved:

- ♣ A detailed overview of the fisheries industry (marine and inland in each of the three countries. The channel approach will be used to present the product flow from capture to consumption (in the country and elsewhere).
- ♣ A detailed analysis of trends and likely developments and key current and future challenges facing these industries. The means used to meet them and address the main constraints must be presented in detail.
- ♣ Proposed key recommendations at different levels (international, regional and national) and to various development partners (ATLAFCO, EU, WTO, UNCTAD, UNEP, different cooperation, etc.).

## **3. ASSUMPTIONS & RISKS**

### **3.1 Assumptions underlying the project**

A good knowledge of the fishing industry in each of the 22 Member States of ATLAFCO is an essential prerequisite to the formulation of any intervention, whether initiated by ATLAFCO itself or by an external organization (EU, FAO 'etc.'). It is also an indispensable condition for the harmonization of fisheries policies (including the management of trans-boundary stocks) and more generally to trade of African countries (ACP mostly Morocco excepted) with the EU and other international markets.

### **3.2 Risks**

The success of the study is based firstly on the fact that it results from a request made by Joint Committee members in charge of the management of the Fisheries Promotional Fund and based on recommendations of the Ministerial Conference. It also results from the full

cooperation of the Member States faced with the challenges surrounding value addition and trade in fish. The risks, except for political disturbances, are generally low.

## **4. FIELD OF INTERVENTION**

### **4.1 General**

The mission is to provide technical assistance (TA) to identify and analyze the fishing industries in the three countries under study. The general approach of the study will be based on a participatory and inclusive process of consultation with all stakeholders both in the fisheries and aquaculture sector as well as in the development of the various components of the industry (capture / production, processing, placing in domestic market, export).

The study will conduct field visits to the main centers of inland and marine fisheries and aquaculture in those three countries and consultations with stakeholders. The project will be realized within a period of 30 days and will involve the recruitment of a team of two experts with an international expert, team leader, specialist in industry and fish trade, and a regional expert fishing and aquaculture specialist with proven experience in the field of value added and international trade standards.

At the inception of the study and just after the outreach visit, the Consultant Team Leader will propose a work plan, a methodology and tools to be used, which are validated by the Fund for the Promotion of Fisheries (FPF).

The immediate target groups are, among others, institutions responsible for the development of fisheries and aquaculture, policy makers, the administration of fisheries, fishing communities and farmers and all stakeholders associated directly or indirectly to the fishing industry and aquaculture in Guinea, Ghana and Namibia.

### **4.2 Specific Activities**

The completion of the study includes the following activities:

- ♣ Outreach visit to the authorities in charge of fisheries and aquaculture, meeting on development and planning of field activities.
- ♣ Developing a working strategy and appropriate methodology validated by the FPP.
- ♣ Literature review, mainly of the various documents on the fisheries and aquaculture, policy, development aid, strategies and programs for fisheries and aquaculture, regional and international trade relations.
- ♣ Outline of the main channels of fish products with the main flow (volume and value).
- ♣ Field trips, especially in coastal and inland communities that have a significant aquaculture production and processing activity of aquatic products. Validation of channels.
- ♣ Survey of the issues, opportunities and constraints to the development of the aquatic industry with key stakeholders throughout the sector.
- ♣ Formulation of proposals to improve the aquatic products industry in Guinea, Ghana and Namibia.
- ♣ Restitution of the main results of the study in a detailed report accompanied by an executive summary of 3 pages.

In addition to the report mentioned above, the consultant team will prepare for each country, a number of interim technical reports or progress reports in French, including:

- ♣ An inception report, three days after the start of the mission, which indicates the methodological approach, places to visit, the players to meet, the precise timing of the mission, the plan of the study report, etc.;
- ♣ An interim technical report (ITR) at the end of the field mission that contains the main results of the study and the elements subject to further discussion in the final report.
- ♣ A final technical report (FTR) that will include the detailed presentation of the fishing industry in each of the three countries, key issues, opportunities and constraints identified and recommendations to the various scales. The FTR must be submitted 15 days after the consultant has left the country.

### **4.3 Project Management**

#### **4.3.1 Body responsible for project management**

ATLAFCO, recipient of the Fisheries Promotion Fund, is responsible for the management and implementation of this study.

#### **4.3.2 Management Structure**

The Fisheries Promotion Fund is run by Executive Secretariat of ATLAFCO based in Rabat. The focal points of ATLAFCO will support the carrying out and monitoring of the implementation of the study. All contractual communications should be directed to the Executive Secretary of ATLAFCO: [secretariat@comhafat.org](mailto:secretariat@comhafat.org) with Cc to: [oikawamasakichofu@yahoo.co.jp](mailto:oikawamasakichofu@yahoo.co.jp)

### **5. Logistics and timing**

#### **5.1 Project Location**

The study activities will take place in Guinea, Ghana and Namibia. The field visits will be conducted according to the timetable and action plan presented by the consultant team.

#### **5.2 Date and period of implementation**

The date set for the start of the study is December, 2011, for a period of three months as of this date (with a working time of about a month per country in the study).

## 6. NEEDS

### 6.1 Human resources

#### 6.1.1 Experts

The expert team should be made of two experts: one senior expert and a regional expert. The regional expert must be a national of a Member State of ATLAFCO. They must have the following profiles:

#### **Key expert 1: Team Leader - Specialist in Industry and Trade**

Qualifications and skills:

- ♣ Advanced university degree in economics or in any other discipline of industrial development;
- ♣ Good knowledge of French and English
- ♣ Excellent quality and competence in leading a work team

General Professional experience:

- ♣ A minimum of 10 years of experience in analyzing the development contexts of the fishing industry in African countries;
  - ♣ Proficiency in communication tools and report writing,
  - ♣ Proficient in management studies for review and analysis of industries.
- Specific professional experience:

Specific professional experience:

- ♣ Experience in directing the activities of study and analysis (preferably more than 5 missions of this nature or at least 2);
- ♣ Experience in fisheries research, in countries along the West African is an advantage;
- ♣ Specific experience in the formulation / development of industrial development strategies (preferably more than 5 missions of this nature or at least 2);
- ♣ Experience in consultation with ATLAFCO or with other international organizations of the same standing;

The maximum number of working days for this expert is 20 days per country, for a maximum total of 60 days (see table number of days below).

#### ▪ **Regional expert: specialist markets, added value and international standards**

Qualifications and skills:

- ♣ Advanced university degree in economics or equivalent and specialization in market value and international standards;
- ♣ Good knowledge of French and English
- ♣ Excellent quality and competence in teamwork

### General professional experience

- A minimum of 5 years experience in the field of fisheries research with a good command of international standards in trade and in particular non-tariff barriers;
- Excellent communicator and able to report in writing

### Specific professional experience:

- Experience in formulation / development of strategies for developing the fishing industry in African countries;
- Experience working with the authorities in charge of trade and development of fisheries and aquaculture;
- Good knowledge of institutional and legal system for trade in Africa and Europe is an advantage

The number of maximum working days for this expert is 20 days per country.

## **7. REPORTS**

### **7.1 Reporting requirements**

A final activity report with a final bill. The draft final activity report should be submitted at least 15 days before the end of the implementation of the contract. The reports referred to in this section are additional to those that may be required in 4.2 of these Terms of Reference.

### **7.2 Presentation and approval of reports**

Three copies to be submitted to the Project Manager stated in the contract. They should be written in French. Approval of these activity reports is the responsibility of the project manager.

## **8. MONITORING AND EVALUATION**

### **8.1 Definition of indicators**

The expected outcomes of the project are mentioned in Point 2.3. The indicators showing evolution towards attainment of results are:

- ♣ The quality of Consultants in the field and their rapid mobilization in the target country, show a positive start of the mission;
- ♣ Identification of issues and problems as indicated in the technical provisional report;
- ♣ Report on the review and analysis of the fisheries and aquaculture;
- ♣ Number of meetings and consultative meetings held;
- ♣ Timeliness in the program and submission of various reports.

The consultant may suggest if necessary, other instruments for monitoring the contract.