

TERMS OF REFERENCE

FOR

**THE DEVELOPMENT OF THE STRATEGIC ACTION PLAN AND RESOURCE
MOBILISATION STRATEGY FOR THE AFRICAN PLATFORM FOR REGIONAL
INSTITUTIONS IN FISHERIES, AQUACULTURE AND AQUATIC SYSTEMS**

SEPTEMBER 2025

Background

The African Platform for Regional Institutions in Fisheries, Aquaculture, and Aquatic Systems (APRIFAAS) is a dynamic network of specialised regional organisations dedicated to advancing fisheries, aquaculture and ocean governance in Africa. APRIFAAS, created in 2015, brings together a diverse group of regional institutions, including Regional Economic Communities (RECs), Regional Fisheries Bodies (RFBs), Regional Fisheries Management Organisations (RFMOs), Conventions, and Commissions, among others, who are committed to the sustainable development of aquatic resources on the continent. The platform also avails an opportunity to observers such as the African Women Fish Processors and Trade Network (AWFISHNET), African Fisheries Professionals Network (AFRIFISHNET), United Nations (UN) Agencies, regional European Union (EU) Projects, Development and financial partners, among others, to support the strategic transformation of the fisheries, aquaculture and aquatic sectors. The Platform is an informal, non-decision-making platform that promotes the systematic exchange of information between regional organisations and international partners, contributing to the sustainable management of fisheries and aquaculture resources in Africa and availing a unified African voice in international forums.

The African Platform for Regional Institutions in Fisheries, Aquaculture, and Aquatic Systems (APRIFAAS) has made significant contributions towards ensuring that the fisheries and aquaculture policies in Africa are aligned with the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa (PFRS) and coordinated across continental, regional, and national levels. This objective is crucial for maintaining healthy and resilient marine, coastal, and freshwater ecosystems, especially in the face of climate change.

Key achievements of the platform include:

1. **Seven Consultative Meetings Organised:** APRIFAAS has successfully held seven meetings that promoted coordination and institutional collaboration between Regional Economic Communities (RECs), Regional Fisheries Bodies and specialised regional institutions in fisheries and aquaculture management.
2. **Strengthened Synergies and Linkages:** The platform has played a pivotal role in fostering synergies among regional institutions, including RECs, Regional Sea Conventions, water basin authorities, and regional fisheries bodies, thereby improving regional cooperation.
3. **Integrated Thematic Focus:** APRIFAAS is facilitating the alignment of planned activities in areas such as small-scale fisheries, the blue economy, and regional cooperation, covering themes like environmental management in fisheries and aquaculture production systems, and the coordinated implementation of global instruments related to aquatic biodiversity conservation and ecosystems.

During the Seventh General Assembly in Morocco, the Common Market for Eastern and Southern Africa (COMESA) was elected as the third Chair of APRIFAAS, and one of the key gaps that were identified was the absence of a strategic Action Plan and Resource Mobilisation Strategy (RMS) to guide the achievement of the desired goals and objectives of the platform.

Considering the above, APRIFAAS is one of the different platforms of the AU operating within the framework of the African Fisheries Reform Mechanism (AFRM). The AFRM is an AU-based regional partnership platform with the objective of facilitating the development, adoption and implementation of reforms in fishery governance and management. AFRM serves as a model for coordination, information sharing, knowledge generation, advocacy, policy development and resource mobilisation for fisheries and aquaculture development in Africa. The AFRM is used for implementing the PFRS by facilitating different stakeholders. PFRS is designed to coordinate and improve the fisheries and aquaculture sector across the continent. Dedicated support to design the APRIFAAS Strategic Action Plan and RMS is essential as the platform contributes to the AU's specialised technical committee on Agriculture, Rural development, water and environment, which guides the highest level of decision making at AU. Therefore, having a proper road map of the platform that is synchronised with the relevant AU platforms is crucial for coordination and coherence purposes.

The consultant will therefore develop the Strategic Action Plan for the platform in line with the CAADP, AU PFRS, and AU Blue Economy Strategy, which serve as the blueprints governing fisheries and aquaculture management and development on the continent. To this end, AU-IBAR seeks a qualified individual consultant to develop the APRIFAAS Strategic Action Plan and RMS (resource mobilisation strategy) and its operationalisation through a strategic action plan.

Objectives of The Assignment

The overall objective of this assignment is to develop a Strategic Action Plan, the associated Monitoring and Evaluation Framework, and the Resource Mobilisation Strategy for APRIFAAS.

Specifically, the consultant will;

- To conduct a study of the existing APRIFAAS Governance instruments, relevant documents such as AU PFRS and African Fisheries Reform Mechanism (AFRM), CAMFA I and II reports ABES, CAADP, especially on the role of networks and platforms in shaping Africa's aquaculture transformation agenda for the next decade;
- To develop a Strategic Action Plan and a Resource mobilisation plan of the APRIFAAS based on the key elements identified by APRIFAAS bureau members at the meeting held in Naivasha, Kenya, from 28th to 29th July 2025;
- Take a deep dive into the previous reports of the APRIFAAS general assembly and board meetings to pick out key resourceful recommendations for consideration
- Identify and conduct interviews with strategic institutions/organisations/ platforms that play critical roles in Fisheries and aquaculture policy, regulation, research, strategic planning and implementation

- Recommend how to develop and maintain strategic partnerships and engagement with key development partners, including preparation of a strategy engagement for involvement of the private sector in APRIFAAS activities
- Explore opportunities for partnerships (and mobilising & leveraging resources from the non-traditional partners like the private sector)
- Conduct a detailed analysis of potential global and local development partners to map the feasibility of securing funding
- Develop the draft APRIFAAS Strategic Action plan, including a resource mobilisation strategy and M&E framework
- Facilitate relevant workshops, virtual or physical, for validation of the Strategic Action Plan, including RMS of the APRIFAAS, during the eighth APRIFAAS General Assembly
- Prepare a consultancy report including lessons and best practices, way forward and next steps.

Approach & Methodology for Undertaking the Assignment

During the consultancy, the consultant is expected to;

- a. Develop a detailed and comprehensive inception briefing with relevant AU-IBAR staff and APRIFAAS Chairperson to agree on expectations and provide clarity on any outstanding issues;
- b. Conduct a detailed desk review of background information on the specialised regional fisheries institutions, identifying opportunities and key challenges;
- c. Be conversant with the AU Policy Framework and Reform Strategy for Fisheries and Aquaculture (PFRS) and the Africa Fisheries Reform Mechanism (AFRM) and other relevant documents like the ABES, CAADP;
- d. Be familiar with the African Fisheries Reform Mechanism;
- e. Scrutinise the available action plans of the other relevant platforms and align the draft action plan with those of the other platforms;
- f. Review the Key Elements Identified by bureau members in Order to develop the Strategic Action Plan, including the Resource mobilisation strategy of the APRIFAAS;
- g. Conduct extensive reviews of the instruments, functions and activities of APRIFAAS and other networks and platforms to identify areas of synergies, overlaps and propose recommendations for enhancing their effectiveness and sustainability of the Plans;
- h. Identify and conduct interviews with institutions/ platforms that play a critical role in Fisheries and aquaculture policy, regulation, research, strategic planning and implementation;
- i. Consult with key staff at AU- IBAR, AUC, AUDA-NEPAD, RECs, RFBs, RFMOs, AU Platforms and all other relevant institutions/organisations with respect to the activities to solicit their views on the proposed Strategic Action Plan, including RMS;
- j. Develop a draft 5-year Strategic Action Plan (Strategic plan with its implementation plan), including RMS for circulation to key stakeholders;
- k. Facilitate the validation of the Strategic Action Plan;
- l. Present the Strategic Action Plan for adoption during the APRIFAAS General Assembly in November 2025.;

- m. Incorporate comments/inputs from the validation workshop and submit a final version of the document to the AU-IBAR and APRIFAAS chair (COMESA).

Deliverables/Outputs

The deliverables to be submitted to the Director AU-IBAR and COMESA Director Industry and Agriculture (President of the Platform) are as follows;

- A draft inception report within five (5) calendar days of signing the contract. The inception report should demonstrate a clear understanding of the assignment, activities, and milestones to be achieved, timelines and deliverables of the assignment;
- First draft (after 25 days) of the Strategic Action Plan, including a comprehensive RMS, that will be circulated electronically to Members of the APRIFAAS and selected observers for their inputs;
- The second draft (Propose 35 days) of the Strategic Action Plan that will be validated and further adopted during the APRIFAAS General Assembly scheduled for November 2025;
- Facilitation of a physical stakeholder adoption meeting during the APRIFAAS General Assembly;
- Final Strategic action plan, including an RMS, in 5 days after the General Assembly;
- A comprehensive report on the consultancy with lessons and best practices.

Duration and Location

The entire assignment will be undertaken within a period of 60 days from the date of signature of the contract, including:

- The validation of the draft during the APRIFAAS General Assembly, which will be co-organised by AU-IBAR and COMESA, is expected to take place in November 2025;
- The assignment will be home-based from the Consultant's location, with one travel to the validation meeting. This travel will be facilitated and will require prior approval by the Contracting Authority, which is the AU-IBAR.

Remuneration

The overall consultancy fees for this consultancy are based on AU rules and regulations, USD 4,500 (four thousand and five hundred), non-inclusive of travel expenses (flights and accommodation). The fees will be paid in a phased manner according to the consultancy deliverables.

The consultant(s) will be responsible for their own medical and life insurance cover for the duration of the assignment.

Supervision and Approval of The Report

The consultant will be under the direct supervision of the COMESA Blue Economy Expert and Senior Fisheries Officer, with oversight from the Director of AU-IBAR and the Director of Industry and Agriculture at COMESA.

Academic and Professional Requirements

Qualifications

- a. At least a post-graduate/advanced degree in Fisheries and Aquaculture, marine science, Natural science, economics, finance, management, business administration, strategic planning, M&E, resource mobilisation, among other related courses;
- b. PhD degrees in a relevant discipline would also be an added advantage.

General Experience

The successful consultant is expected to have the following experiences:

- a. At least 5 years' working experience or familiarity in the Fisheries and Aquaculture sector, policy and regulation, strategic planning, management and development;
- b. Record of designing sector strategic action plans, especially in the fisheries and Aquaculture sector;
- c. Experienced in national, regional and international levels, especially at the policy level and donor assistance agencies;
- d. Good record of working with continental institutions, RECs, RFBs, RFMOs and specialised regional institutions dedicated to the African blue economy, Fisheries and Aquaculture sectors;
- e. Evidence of facilitating workshops at regional and continental levels on the related African blue Fisheries and Aquaculture sector.

Specific Experience

- a. Evidence to lead formulation of strategies and their implementation at the national, regional, or international level, specifically in the fisheries and aquaculture sector;
- b. Proven record in resource mobilisation, fundraising and partnership building with good project skills;
- c. Demonstrate ability to lead strategic information collection, analysis and result-based use of information;
- d. Evidence of designing mechanisms for coordination of fisheries and Aquaculture policies, regulatory frameworks and/or platforms;

- e. Ability to apply Resource Mobilisation and Partnership building theory to specific institutional contexts;
- f. Proven experience of working with the PFRS and the AFRM.

Other Essential Attributes

- a. Excellent in report writing skills;
- b. Record of delivery of assignments within tight schedules;
- c. Proficiency in spoken and written English is required. Knowledge of other AU languages should be an added advantage.

Evaluation Criteria

Criteria	Scores (%)
Qualifications	15
General Experience	20
Specific Experience	30
Approach & Methodology	15
Skills and competencies	20

Application Procedure

Documents to be submitted

Interested individual consultants who meet the required qualifications and skills are invited to submit the following documents:

- **A Technical proposal** outlining the methodology for undertaking the development of the Resource Mobilisation Strategy and Action Plan, as well as the detailed work plan indicating key activities and milestones for the assignment;
- **Detailed curriculum vitae** with names, relevant experience, qualifications and contact information of three reputable referees;
- **Copies of professional and academic certificates;**
- **Signed Declaration on Exclusion Criteria** (format provided).

Submission Process

The deadline for submission of proposals is 31st October 2025, 17.00 hours, Nairobi Local Time.

Applications should be submitted through email to: procurement@au-ibar.org and should include the title **“APRIFAAS RESOURCE MOBILIZATION STRATEGY & ACTION PLAN”** in the subject of the email

Applications should include the following:

- i. Detailed curriculum vitae (CV) and brief cover letter.*
- ii. Copies of academic and professional certification documents.*
- iii. Proposal (Approach & Methodology for the assignment).*
- iv. Declaration on exclusion criteria (see format attached).*
- v. Identification documents.*

A Personal Data Protection and Privacy Statement is attached as information for the applicants.