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PROGRAMME FOR THE DEVELOPMENT OF FISHERIES
IN THE EASTERN CENTRAL ATLANTIC
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January 1986

REPORT OF THE TRAINING COURSE ON FISHERIES MANAGEMENT AND DEVELOPMENT PLANNING FOR THE CECAF REGION

Organized by Poland in Collaboration with FAO
1-14 September 1985
Szczecin, Poland

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS

Dakar,
January 1986

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1. INTRODUCTION

This report summarizes the activities of the Training Course on Fisheries Management and Development Planning, held in Szczecin, Poland during the period September 1 to 14, 1985.

The Training Course was organized for the CECAF countries by Poland in close collaboration with the Food and Agriculture Organization of the United Nations (FAO).

The Government of Poland hosted the workshop at the Seamen's Home in Szczecin and provided full secretariat facilities as well as the services of eleven lecturers. Several persons participated in the official opening. Captain R. Pospieszynski, First Vice-Minister of Maritime Economy, welcomed the participants and the FAO representatives to Poland. He was followed by Mr. S. Fit, Administrator of the Szczecin Province, the Rector of the Szczecin Academy of Agriculture and Dr. M. Domagala, Director of the Training Course for the Host Government. Mr. M. Fila, Chief, Fishery Development Planning Service of FAO Fishery Policy and Planning Division, welcomed the participants on behalf of FAO and expressed FAO's appreciation to the Government of Poland for Hosting the Training Course. Mr. J.L. Gaudet, Senior Fishery Planning Officer, (FIPP), explained the Training Course arrangements to the participants. The Training Course was attended by 23 participants from 11 countries . A list of the participants is given in Appendix 1.

The new law of the sea has given many countries in the CECAF Region jurisdiction over substantial fishery resources in their Exclusive Economic Zone (EEZ). Most of these countries are still lacking the range of skills required to develop and manage their fisheries efficiently. Multidisciplinary regional Training Courses constitute an important element of the training required in order to acquire these skills and improve self-reliance in the development and management of fisheries. The emphasis was placed upon economic issues as they relate to the development and management of an industrial fishing fleet. The general objective of the Training Course was to help coastal States of CECAF improve their competence to develop and manage the fisheries within their EEZ.

Over eight years have passed since most States extended their coastal jurisdiction in 1977 and many changes have taken place not only in the institutional framework within which resources are exploited but also in the level of their exploitation. These changes have created, in a short period of time, situations where choices among alternative means of exploitation or different management schemes have to be made. These choices are often characterized by sharply different biological and socio-economic impacts.

Following the lead taken in Santa Cruz de Tenerife, Spain, where a DANIDA/FAO/CECAF Workshop on Fisheries Management and Development was organized from 1 to 10 June 1983, the Training Course was devoted primarily to the need for taking a planning approach to the management and development of fisheries, taking into account the social, economic and resource consequences of different management measures. The Training Course also addressed the process of determining and formulating long-term strategies for the development of national fisheries, with the emphasis on industrial and semi-industrial fisheries. This included the determination of development objectives, the analysis of major development options, the formulation and testing of appropriate management approaches, the economics of fishing vessel operation and the problems of fleet management. There was also a discussion on the role of the State and private sector in fisheries Development.

Previous experience of similar Training Courses or Workshops indicates that the most effective method of demonstrating the points at issue is by working through practical examples. For this reason the Szczecin Training Course tried to keep

lectures to a minimum and discussion and exercises to a maximum. While the example of the Polish experience was mentioned in the papers presented, the African problems occupied much of the discussion.

2. DESCRIPTION OF THE TRAINING COURSE PROGRAMME

The Training Course covered a wide range of subjects relevant to fisheries management and development. An outline of the daily programme of work is given in Appendix 2. The lectures, exercises, discussions and field trips were carried out as scheduled with only minor changes in the timetable. With one exception, the lectures were presented in English to the participants from anglophone countries and in French to the participants from francophone countries. Simultaneous translation was only utilized during plenary sessions at the beginning and end of the Training Course. Interpreters were available for all field trips and on request during the regular discussions. At least one member of the Training Course staff were in each group to ensure a link between the lecturers and the participants.

The following papers were prepared for this Training Course:

Introduction to Development Planning: Following a description of the major elements that constitute development planning, the groups were asked to discuss the planning process and the role of planning in fisheries development. Emphasis was placed on the need to keep the process as simple as possible in view of the lack of qualified personnel in most developing countries.

Objectives of Fisheries Development: After outlining the elaboration of objectives, the problems of indentifying and resolving conflicts among them and establishing priorities, the participants were asked to identify the most important constraints in the development of the CECAF Region and discuss some short and long-term solutions.

Exploitation and Management of Fisheries Resources:
Biological, Economic and Legal Considerations
Different experts presented short papers on the three subjects. The first two papers gave a summary of the fishery resources, identifying the principal species and stocks of the CECAF region, their known current levels of exploitation and their estimated potential. The kind and scope of biological and statistical information required for fisheries management was also outlined. The limiting influence of the resources on the development of the fisheries of the CECAF region was also discussed: the third paper dealt with the effects of the law of the sea on the coastal states, access to resources by foreign vessels and the obligation of coastal states to manage these resources in an efficient manner. The fulfilment of these obligations implies a planned approach to the exploitation of the fishery resources in the new EEZ.

Following the presentation of the papers and discussion on their contents, the participants were provided with resource maps of the CECAF region and asked to perform four exercises.

Exercise 1: Resources - This exercise was concerned with the current catch compared with the potential catch by main species and stocks, identifying eventual surpluses for the expansion of the national fisheries or for distribution to foreign fleets and the determination of which species require special investigation from a biological point of view.

Exercise 2: Regulation Measures - The participants were asked to identify: (i) the regulations in force in their country for national coastal and offshore fisheries and for foreign fleets; (ii) the kind of resources that need to be protected because of over exploitation and the kind of regulations they would propose; and

(iii) what kind of fisheries should be accorded special priviledges and on what principles.

Exercise 3: Management of Shared Resources - The participants were asked to perform three tasks: (i) identify on the resource maps those stocks shared with neighbouring coastal states; (ii) propose a system of allocation and indicate the criteria that they should be used to determine the allocation; and (iii) indicate the level at which within fisheries administration decisions on allocation should be taken.

Exercise 4: Catch Statistics - The participants were asked to: (i) describe the present system of collecting data on fishing effort according to species composition and vessel characteristics, and (ii) indicate what could be improved in the present system.

Elaboration of a Fisheries Development Plan: The paper presented comprised a methodology of working out a medium-term development plan for industrial fisheries. The participants were taken through an exercise in a planning procedure with the use of a computer programme. The process was useful in identifying the impediments to fisheries development in CECAF countries. The participants were also provided with planning examples from Poland, Nigeria and Cape Verde. A second exercise focussed on the role of the state in fisheries development. The participants agreed that the states, as owner of the resource, must play a dominant role in its protection and development. The importance of the private sector in fisheries development was strongly felt. Opinions as to the degree varied, however, depending upon the political philosophy and experience of the participants.

Market Analysis: Two papers were presented, one on market analysis and the other on fish information systems followed by a discussion and an exercise by the participants on the kind of information required for market analysis.

Vessel Economics: Following the presentation of a paper which included examples of costs and earnings of different size fishing vessels, the participants discussed the various elements involved and performed some tasks involving the concepts of costs and earnings.

Development of Semi-Industrial Fishing as an Intermediate Step between Artisanal and Industrial Fisheries: The paper emphasized the requirements of an industrial fleet compared with those of semi-industrial and artisanal fleets. The participants were asked to identify these requirements and discuss how they could be provided. The participants related the experiences in their own countries in the process of developing industrial fleets.

Fleet Management: The paper compared the management of a single vessel with a skipper-owner to the management of a large distant water fleet. The lecturer emphasized the impact of fisheries management decisions on fleet management.

Joint-Venture Agreements: The paper on joint ventures was presented by one of the participants who listed the reasons why the foreign and national partners wished to associate. The discussion that followed concentrated on the CECAF countries experiences with joint ventures as national partners and on the Polish experience as a foreign partner. Much emphasis was placed on the need for well prepared and executed legal agreements.

Elaboration of Fisheries Development Projects: There were four papers available to the participants: (i) An Introduction to the Purpose and Techniques of Feasibility Studies; (ii) Problems and Approaches to Project Implementation, Monitoring, Evaluation and Follow-up; (iii) Introduction to Techniques of Project

Appraisal (Financial and Economic Analysis) and, (iv) A series of Exercises in Project Design and Evaluation. The last two formed the basis for the lecture, discussion and exercises. Solving the problems contained in the exercises occupied the participants for one and a half days.

The Role of International Collaboration In the Fishing Regimes of the World: The role of regional fisheries bodies established by FAO all over the world to promote cooperation and communication between countries, was explained. These regional bodies make it easier for FAO to communicate with fishing countries and vice-versa and provide a forum to discuss common problems and opportunities. Mr. Joof, from Gambia, Chairman of CECAF, and Mr. Dieng from Guinea, explained the role of international collaboration within the CECAF region.

3. CLOSING CEREMONY

At the end of the Training Course the participants were awarded by the Polish authorities and FAO a certificate of participation in the Course, (Appendix 4). Mr. Joof of Gambia speaking in his capacity as Chairman of CECAF, expressed his thanks to the Government of Poland and FAO for the excellent organization of the Course, the high quality of the documentation and of the lectures, and the practicability of the field visits. In addition Dr. Oko from Congo, on behalf of all participants and, in particular, the large francophone group, expressed his warmest thanks to Poland and FAO for making this course possible, and to the Polish organizing committee for the outstanding physical arrangements, to the staff of the hotel and of the restaurant for their kindness, understanding and assistance which made their stay in Poland a very pleasant and fruitful one.

The Course was closed by the Dean of the Fisheries Department of the Academy of Agriculture of Szczecin, Mr. Prof. Winnicki and Mr. M. Fila of FAO.

4. EVALUATION OF THE TRAINING COURSE

The general impression gained by the workshop staff was that the participants learned quite a lot not only from the papers presented and the exercises completed but from the discussions with the lecturers and with other participants and the highly relevant field visits. The discussions were lively which showed the keen interest of all participants. The interest varied according to the professional background and experience of the participants in relation to the topics for discussion. The workshop also strengthened the working relationship among participants which should enhance collaboration within the CECAF region.

To evaluate formally the usefulness of the workshop, a questionaire was distributed to the participants (22) to obtain their views. A copy of the questionnaires is contained in Appendix 3.

The participants gave highest rating to "the relevance of the workshop to your individual goals", followed by "responsiveness to a regional need or needs". Next came the "usefulness to performing your job" and "increase your level of competency to respond to a need or needs of your country". All but one of the participants said they would attend this workshop if they could start all over again and would recommend to others that they participate in a similar workshop. All agreed that the workshop had helped to continue their self-improvement. While many participants said that certain parts of the workshop should be improved, only a few specified how and there was no agreement among them.

The participants were asked to indicate the degree to which their presence at the workshop had increased their knowledge. Most replied that the workshop had helped them "very much" or "much" in acquiring new knowledge. The highest rating

was given to "acquire new general knowledge" and "improve the level of theoretical knowledge".

The participants were also asked about the degree of satisfaction with the content of the workshop, the quality of instruction and their overall impression of the workshop. The largest number rated "very high" "opportunities to exchange views with other participants" while the remaining participants rated "very high" the "overall quality of instruction" and "overall impression of the workshop".

The participants were asked to rank the usefulness of the various subjects discussed. No participant considered any subject as less useful. Among the most useful, elaboration of fisheries development Project was chosen by 12 of 22 participants. Next came development planning of fisheries resources: biological, economic and legal considerations. All those who answered the question considered that globally, participation in the workshop had been useful. There was no criticism of the format of the workshop, but a few mentioned that insufficient time was allocated to some subjects which they attributed to the fact that too many subjects were on the programme. They also expressed the view that papers should have been available before the workshop commenced.

The major constraints which are limiting the adoption and implementation of management measures were identified as being:

- Lack of financial, technical and human resources;
- Lack of reliable economic, industrial and biological data;
- Inappropriate relationship between research and decision-making; and
- Resource management being viewed by decision-makers as an impediment to development.

5. RECOMMENDATIONS

If similar workshops are organized, the following points should be considered:

(a) Supporting papers should be provided to the participants prior to the opening of the workshop;

(b) More time should be allotted for presentation and discussion of the various subjects, and;

(c) Where feasible, exercises should form part of all topics and more time should be allotted for their completion. This would help the participants retain the knowledge acquired.

During the discussion on resource management and exploitation, participants from countries situated between Senegal and Ghana considered research on the utilization of abundant trigger fish stocks a regional and national priority. It is recommended, therefore, that the following steps be taken:

(a) Organization, with the help of FAO, of a meeting of representatives and technical experts from the concerned countries at the regional level on the utilization of trigger fish; and

(b) Organization of follow-up meetings of experts at the national level.

APPENDIX 1

LIST OF PARTICIPANTS

BENIN
S.H. Simplice
Chef, Service des pêches Maritime
Direction des pêches
Cotonou

CAPE VERDE/CAP VERT
C.A. Evora Po Ha
Directeur
Sociedade de Comercializacao e Apoio a Pesca Artisanal
(SCAPA - EP)
Praia

CONGO
R.A. Oko
Secrétaire général à la pêche et à la pisciculture
Brazzaville

EQUATORIAL GUINEA/GUINEE EQUATORIALE
P. Bayeme Ayingono
Directeur général
Dept.Aguas Bosques y Repoblacion Forestal
Malabo

GAMBIA/GAMBIE
C.O.Joof
Director of Fisheries
Fisheries Department
6, Marine Parade
Banjul

GHANA
M. Armah
Deputy Director of Fisheries
G. Hutchful
Regional Fishery Officer
Ministry of Agriculture
Fisheries Department
Accra

GUINEA/GUINEE
A. Dieng-
Chef division pêche
T.A. Diallo
Ingénieur
Bureau d'études
Secrétariat d'Etat aux pêches
Conakry

GUINEA BISSAU/GUINEE BISSAU
D. Mendes Pereira
Economiste
Secrétariat d'Etat aux pêches
Bissau

IVORY COAST/COTE D'IVOIRE
B.E. Attoli
Ingénieur
Chef de Service des pêches industrielles
Ministère du développement rural
Abidjan

LIBERIA
M.N. Johnson
Fisheries Officer
Bureau of Fisheries
Ministry of Agriculture
Monrovia

MALAYSIA/MALAISIE
B.B. Saleh
State Director of Fisheries
Terengganu

MAURITANIA/MAURITANIE
S.Ould Abeid
Economiste
Direction de tutelle
Ministère des pêches
Nouakchott

MEXICO/MEXIQUE
A. Arredondo--
Sciences Faculty
National University of Mexico
Candidate of Marine Fisheries
Faculty in Szczecin

J.S. Zuniga
Fishery Economics
Candidate of Marine Fisheries
Faculty in Szczecin

NIGERIA
Ms. M.A. Onabanjo
Chief Fisheries Officer
Federal Department of Fisheries
Lagos

SAO TOME AND PRINCIPE/SAO TOME ET PRINCIPE
G. Do Espirito Santo
Director da Investigacao Cientifica
Ministerio das Pescas
Sao Tome

SIERRA LEONE
E.T.A. Golley-Morgan
Chief Fisheries Officer
Fisheries Division
Ministry of Agriculture and Natural Resources
Freetown

TOGO
Y.S. Acakpo Addra
Chef de la Division des productions halieutiques
Direction des productions animales
Ministère du développement rural
Lome

VIETNAM
Pham Thuoc**
Vice Director of Institute of Marine Product Research
Hai-Phong

Le Rong Phan**
Director of Ocean Research Institute
Nha Trang

ZAIRE
M. Kadima
Chef de bureau
Contrôle et protection des ressources halieutiques
Division des pêches
Kinshasa

FISHERY POLICY AND PLANNING DIVISION
M. Fila, Service Chief
J.L. Geudet, Senior Fishery Planning Officer
D. Greboval, Fishery Planning Officer
A. Tavares, Legal Officer
J. Moosmann, Meetings Assistant

LECTURER
F. Doucet, FAO consultant

LECTURERS HOST GOVERNMENT
Dr. L. Bartuszewicz
Dr. M. Domagala
Dr. K. Jaworski
Mgr. W. Kalinowski
Dr. M. Marcinkiewicz
Prof. J. Popiel
Dr. Z. Russek
Dr. M. Sobecki
Dr. A.Wysokinski
Dr. J. Zieziula

SECRETARIAT HOST GOVERNMENT
Dr. M. Domagala Director
Dr. J. Zieziula Programme matters
Mgr. E. Chojnacka
Dr. S. Wronski Contacts with press
Mgr. E. Sobecka Transport
Mgr. H. Brocki Technical matters
Mgr. B. Gorny Interpreters
Mgr. J. Klosinski " "
Mgr. R. Klik Translators
Mgr. B. Pawlak " "
Mgr. T. Kieling " "
Mgr. M. Luczak " "

** Polish Trainee
* FAO Trainee

APPENDIX 2

PROGRAMME OF THE WORKSHOP

Date Activities	Lecturers
2 September (Monday)	- Opening Ceremony
	- Introduction to Course
	- Introduction to Development Planning
	- Objectives of Fisheries Development constraints in CECAF
3 September (Tuesday)	- Exploitation and Management of Fishery Resources: Biological Economic and legal Considerations
4 September (Wednesday)	- All day field trip to Miedzyzdroje and Dziwnowo
5 September (Thursday)	- Elaboration of a Fisheries Development plan
6 September (Friday)	- Development of Industrial Fishing in CECAF: Market Analysis
	- Visit to the Gryf Pomorski: a transport vessel for the distant water fishing fleet
8 September (Sunday)	- Free
9 September (Monday)	- All day trip to Kolobrzeg
10 September (Tuesday)	- Fleet Management
	- Joint Ventures
11 September (Wednesday)	- Elaboration of Fisheries Projects and Exercises
12 September (Thursday)	- All day trip to Swinowjscie

13 September	- Continuation of Exercises on Development Projects - The Role on International Collaboration in the Region - Evaluation of Training Course (Plenary Session) - Closing Ceremony

APPENDIX 3 ASSESSMENT FORMS

SATISFACTION DES PARTICIPANTS/PARTICIPANTS' SATISFACTION

	DEGRE/DEGREE						COMMENTAIRES/COMMENTS (Pour commentaires supplémentaires, utilisez le verso de la page) (Additional comments on Back of Page)
	Très élevé Very high	Elevé High	Moyen Medium	Bas Low	Nul None	Ne s'applique pas N/A	
L'utilité du séminaire/atelier pour vous aider à mieux rencontrer les exigences de votre travail The Workshop/Seminar's relationship and usefulness to performing your job responsibilities							
La pertinence du séminaire/atelier avec vos buts individuels The relevance of the Workshop or Seminar to your individual goals							
L'utilité de ce séminaire/atelier afin de répondre au(x) besoin(s) de votre pays The responsiveness to a need or needs of your country by the Workshop or Seminar and the subject matter covered							
L'utilité de ce séminaire/atelier afin de répondre au(x) besoin(s) au niveau régional The responsiveness of this Workshop or Seminar to a regional need or needs							
L'accroissement de votre degré de compétence afin de répondre au(x) besoin(s) de votre pays The increase in your level of competency to respond to a need or needs of your country							
La pertinence des sujets discutés face aux situations existantes dans votre pays The relevance of the subjects discussed in this workshop/seminar to situations existing in your country							
Autres (spécifiez) Other (specify)							

QUESTIONS SUPPLÉMENTAIRES/ADDITIONAL QUESTIONS

Veuillez inscrire dans la colonne appropriée votre réaction vis-à-vis les questions suivantes/Please indicate the degree to which your presence at this Seminar/Workshop has permitted you to

	Oui Yes	Non No	COMMENTAIRES/COMMENTS (Pour commentaires supplémentaires, utilisez le verso de la page) (Additional Comments on Back of Page)
Si c'était à refaire, assisteriez-vous encore à ce séminaire/atelier? If you could start all over again, would you attend this Workshop/Seminar?			
Recommanderiez-vous ce séminaire/atelier à d'autres personnes? Would you recommend participation in a similar Workshop/Seminar to others?			
Est-ce que certaines parties de ce séminaire/atelier devraient être améliorées? Should certain parts of this Workshop/Seminar be improved?			
Croyez-vous que ce séminaire/atelier contribuera à améliorer votre performance à votre emploi? Will this Workshop/Seminar help you to continue self-improvement?			

Veuillez élaborer sur les questions suivantes/Please elaborate on the following questions:

Quel est le(s) sujet(s) discuté(s) durant ce séminaire/stage, qui vous a semblé le plus utile?/Which is the subject(s) discussed during this Seminar/Workshop, which has been the most useful to you?

Quel est le(s) sujet(s) discuté(s) durant ce séminaire/stage qui vous a semblé le moins utile?/Which is the subject(s) discussed during this Seminar/Workshop which has been the less useful to you?

Quels sont les sujet(s) qui, dans le contexte de ce séminaire/stage auraient dû être discutés?/Which are the subjects which in the context of this Seminar/Workshop, should have been discussed?

Globalement, considérez-vous qu'il vous a été utile d'assister à ce séminaire/stage?/Globally, do you consider that it has been useful for you to assist in this Seminar/Workshop?

PERCEPTION DES CONNAISSANCES ACQUISES

PERCEPTION OF KNOWLEDGE ACQUIRED

Veuillez i[illegible]uer dans quelle mesure vo[illegible] présence à ce séminaire/stage vous a permis de:/Please indicate the degree to which your presence at this Seminar/Workshop has permitted you to:

	Beaucoup Very Much	Moyennement Much	Peu Not Much	Pas du tout None at all
A. Acquérir de nouvelles connaissances générales / Acquire new general knowledge	☐	☐	☐	☐
B. Acquérir de nouvelles connaissances théoriques / Acquire new theoretical knowledge	☐	☐	☐	☐
C. Acquérir de nouvelles connaissances techniques / Acquire new technical knowledge	☐	☐	☐	☐
D. Acquérir un nouveau savoir-faire pratique / Acquire a new practical know-how	☐	☐	☐	☐
E. Acquérir assez de connaissances pour pouvoir entraîner d'autres personnes / Acquire enough knowledge to permit you to inform or train other people	☐	☐	☐	☐
F. Acquérir de nouvelles connaissances afin de pouvoir développer des plans pour l'aménagement des pêcheries de votre pays / Acquire new knowledge to permit you to be able to develop plans for the improvement of the fisheries of your country	☐	☐	☐	☐
G. Acquérir de nouvelles connaissances afin de pouvoir résoudre certains problèmes des pêcheries de votre pays / Acquire new knowledge to permit you to resolve some fisheries problems of your country	☐	☐	☐	☐
H. Améliorer le niveau de vos connaissances théoriques / Improve the level of your theoretical knowledge	☐	☐	☐	☐
I. Améliorer le niveau de vos connaissances techniques / Improve the level of your technical knowledge	☐	☐	☐	☐
J. Améliorer le niveau de votre savoir-faire pratique / Improve the level of your practical know-how	☐	☐	☐	☐

SATISFACTION DES PARTICIPANTS/PARTICIPANTS' SATISFACTION

Veuillez indiquer votre degré de satisfaction par rapport aux items énumérés ci-dessous suite à votre participation à ce Séminaire/atelier.
With regard to the items below, please indicate the degree to which you feel satisfied with having participated in the Workshop or Seminar.

	DEGRE/DEGREE						COMMENTAIRES/COMMENTS (Pour commentaires supplémentaires, utilisez le verso de la page) (Additional comments on Back of Page)
	Très élevé Very high	Elevé High	Moyen Medium	Bas Low	Nul None	Ne s'applique pas N/A	
Votre impression générale du séminaire/atelier / Your overall impression of the Workshop or Seminar							
La qualité générale des cours / The overall quality of instruction							
Le nombre de sujets offerts qui présentaient un grand intérêt / The availability of courses offered that were of interest							
La disponibilité des conférenciers afin de discuter de sujets présentés lors du séminaire/atelier / The accessibility of instructors for discussion of subject content							
L'intérêt montré par les conférenciers pour ajuster le séminaire/atelier en fonction des responsabilités de votre emploi / The interest of the instructors in your job responsibilities and their ability to relate the workshop or seminar to them							
Les possibilités d'échanges de vues avec les autres participants / The opportunity to exchange views with other participants							
L'acquisition de compétences afin d'entrevoir de nouvelles approches pour résoudre certains problèmes couverts lors du séminaire/atelier / The ability gained to experiment with new approaches to solving problems on the fields covered by the workshop or seminar							

APPENDIX 4

CERTIFICATE

This is to certify that

Mr.

citizen of

born on

completed in the period from 2 nd September to 14 th September 1985

professional training in the Polish People's Republic in the field of TRAINING COURSE ON FISHERIES MANAGEMENT AND DEVELOPMENT PLANNING FOR THE CECAF REGION IN COLLABORATION WITH FAO.

specialization

DIRECTOR

SZCZECIN, 14 September 85

LISTE DES RAPPORTS COPACE/PACE - LIST OF CECAF/ECAF REPORTS

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