

TECHNICAL ASSISTANCE COMPLETION REPORT

Division: SEAE

TA No. and Name TA 4563–CAM: Capacity Building of the Inland Fisheries Research and Development Institute II		Amount Approved: \$300,000	
		Revised Amount: \$300,000	
Executing Agency: Department of Fisheries	Source of Funding: ADB TASF	TA Amount Undisbursed \$60,000	TA Amount Utilized \$240,000
Date		Completion Date	
Approval	Signing	Fielding of Consultants	Original
4 February 2005	29 April 2005	22 August 2005	30 November 2005
			Actual
			22 February 2006
		Closing Date	
		Original	Actual
		30 November 2005	22 May 2006
Description			
<p>Cambodia's inland fisheries are the fourth most productive in the world in terms of total freshwater fish catch. Given the size of Cambodia's small (but fast growing) population, they easily rank first in terms of per capita fish production and consumption. However, population and development pressures coupled with poor governance and technology have intensified exploitation as well as habitat degradation and change, especially in the flooded forest. These have led to smaller average catches, loss of biodiversity, worsening poverty for many fishers and fish-dependent households, weaker access rights, and escalating conflict. Inland fisheries are now close to their maximum production. The resource will not be available forever if it is not cared for, protected, and tapped in a sustainable way. Yet, understanding of the multitudinous factors that are detrimental to its management is limited and requires continuous, intensive scientific and social science research. To this end, in late 2002, the Government established the Inland Fisheries Research and Development Institute (IFREDI) under the Department of Fisheries within the Ministry of Agriculture, Forestry, and Fisheries to shore up attempts at reform. In 2003–2004, ADB funded technical assistance (TA) to kick-start IFREDI as an efficient, effective, and relevant research and development institute. Its outputs were in the realms of institute management, research and development, technology transfer, and policy development and dialogue. ADB also made early provision for follow-up TA that would build capacity to link research to practice.</p>			
Objectives and Scope			
<p>Building on TA 4025–CAM, the TA aimed to build further the ability of members of staff to disseminate research findings.² Three outputs, to be delivered over 6 months, were to achieve that purpose by accelerating technology transfer, upholding research and development, and galvanizing policy development and dialogue. With hindsight, the relevance of TA design is judged to have been correct. Its purpose and outputs, methodology and key activities, cost and financing, implementation arrangements, and terms of reference were appropriate.</p>			
Evaluation of Inputs			
<p>ADB assessed input needs accurately. The WorldFish Center was deemed to be the most qualified and competent agency to provide the consulting services required based on its experience, capacity, and commitment. (It had provided to full satisfaction the consulting services toward TA 4025–CAM.) It was selected directly to deliver 18 person-months of international resource specialists and 15 persons-months of domestic resource specialists. The resource specialists had expertise in fields of technology transfer, bioecology, socioeconomics, and policy development. The WorldFish Center bore the cost of project coordination and offered library services and backstopping. IFREDI sustained logistics. Inputs were economical: adequate with no surplus. The terms of reference for consulting services were aligned to the purpose of the TA and the methodology against which the inputs were delivered replicated that used with success under TA 4025–CAM. The WorldFish Center acted as facilitator and coached members of staff in the use of multi-disciplinary approaches to dissemination planning; selecting communication tools; gathering and packaging information; synthesizing research results by medium and for different audiences; producing documentaries; and selecting topics for poster presentations. All resource specialists and their counterparts were suitably qualified in terms of education and work experience. All performed and cooperated with members of staff to meet and sometimes surpass the accomplishments targeted.</p>			
Evaluation of Outputs			
<p>Outputs were produced efficiently, effectively, on time, and to IFREDI's satisfaction. Activities to accelerate technology transfer, uphold research and development, and galvanize policy development and dialogue related to:</p> <p>(i) Communicating. The TA produced 3 posters, 3 policy briefs, 4 technical reports or brochures, 2 books, 1 CD-ROM, and 3 video clips.³ The subject matters included aquarian reforms, community</p>			

¹ ADB. 2002. *Technical Assistance to the Kingdom of Cambodia for Capacity Building of the Inland Fisheries and Research Institute*. Manila. (TA 4025–CAM). See also ADB. 2004. *Technical Assistance Completion Report on Capacity Building of the Inland Fisheries Research and Development Institute*. Manila.

² The TA complemented the suite of loan, grant, and TA projects that ADB promotes under the Tonle Sap Initiative. Available: http://www.adb.org/Projects/Tonle_Sap/

³ These were disseminated to policy makers, community fisheries, fisheries officers, and extension workers. IFREDI's website was augmented to make them accessible to a wider audience. Available: <http://www.ifredi.org>

<ul style="list-style-type: none"> (ii) (iii) (iv) (v) 	<p>fisheries management, flood-fish relationship modeling, fishery resource valuation, and endangered freshwater species. The communication products were reviewed by peers for quality, accuracy, and cultural and socio-political sensitivity. Some were also prepared in Khmer.</p> <p>Training. The TA ran formal training courses on communication strategies, scientific writing, fishery resource valuation, and process approaches to policy development and dialogue.</p> <p>Networking. The TA formalized a partnership arrangement with the Cambodia Development Resource Institute. It formulated another arrangement, now being advanced, with the Southeast Asian Fisheries Development Center.</p> <p>Governing. The TA explored what governance structure can best sustain IFREDI as an efficient, effective, and relevant research and development institute. The structure that it recommended provides mechanisms for transparency, autonomy, and flexibility. It would also foster development of ethics that befit a research and development institute.</p> <p>Conferencing. The TA organized a national conference on 14–15 February 2006 to prioritize fisheries for Cambodia's national development and community aspirations. The conference produced the Sihanoukville Declaration, a list of recommendations for sustainable development of Cambodia's fishery resource. The Declaration will be presented to the Government as input for policy and law making. (The Cambodia Development Resource Institute, to which IFREDI is newly partnered, participated in the conference.)</p>
<p>Overall Assessment and Rating</p>	
<p>The TA is rated as highly successful. The quality and quantity of its outputs exceeded expectations. IFREDI is already acting on some of the findings and recommendations of the TA, such as the reform of its governance structure and the establishment and staffing of a Technology Transfer and Information Dissemination Division. The management systems instituted under TA 4025–CAM and nurtured under the TA are gradually being adopted across the board. The TA is an example of how much can, on occasion, be leveraged from a relatively small investment.</p>	
<p>Major Lessons Learned</p>	
<p>Capacity building is the development of the abilities of individuals, groups, and organizations to complete critical tasks effectively and efficiently on a sustainable basis. It is the process of assisting them to identify and address issues and gain the insights, knowledge, and experience needed to solve problems and implement change. To be meaningful in the long term, it is best done as a process rather than as an end in itself. The use of a collaborative learning process that increases participants' investment and interest in learning about what works and what does not work under different circumstances is essential to create sustainable systems. Five lessons stand out from the TA:</p>	
<ul style="list-style-type: none"> (i) (ii) (iii) (iv) (v) 	<p>Process Approach. Continuing from TA 4025–CAM, all members of staff took part in a measured approach to institute management, research and development, technology transfer, and policy development and dialogue. Specialists in technology transfer, bioecology, socioeconomic, and policy development visited and talked collectively with members of community fisheries. They heard first-hand what challenges for policy and research have ensued from implementation of aquarian reforms. They became aware of the need for and practicability of research integration.</p> <p>Communication Products. The communication products placed IFREDI on the map. Their availability in English and Khmer will increase their use in policy development and dialogue.</p> <p>Tangible Outputs. The TA invited concrete outputs. In research, these are a source of pride and motivation. Being able to produce good quality communication products was an exhilarating experience for members of staff who were, before ADB extended assistance, caught between gray domestic technical reports and inaccessible international publication standards.</p> <p>Triangulation. Triangulation, or close collaboration and sharing of insights among people from different fields of knowledge, was encouraged. Members of staff obtained varied and complementary perspectives on constraints and opportunities.</p> <p>Monthly Meetings. Meetings were run each month to share information. Members of staff were observed to participate more actively and showed growing confidence.</p>
<p>Recommendations and Follow-Up Actions</p>	
<p>IFREDI should (i) implement more rapidly the management systems instituted for human resource development and financial operations, (ii) institutionalize the structure for technology transfer, including the framework and strategies that were successfully tried out, (iii) network more partners through collaborative research and development activities, (iv) continue to strive to undertake demand-driven studies, and (v) adopt the governance structure recommended.</p>	