

## TECHNICAL ASSISTANCE COMPLETION REPORT

Division: MKAE

<b>TA No. and Name</b> TA 4025–CAM: Capacity Building of the Inland Fisheries Research and Development Institute			<b>Amount Approved</b> US\$900,000	
			<b>Revised Amount</b> US\$900,000	
<b>Executing Agency</b> Department of Fisheries		<b>Source of Funding</b> ADB TA Funding Program	<b>TA Amount Undisbursed</b> \$183,736.18	<b>TA Amount Utilized</b> \$716,263.82
<b>Date</b>			<b>Completion Date</b>	
<b>Approval</b> 11 December 2002	<b>Signing</b> 7 February 2003	<b>Fielding of Consultants</b> 19 May 2003	<b>Original</b> January 2004	<b>Actual</b> June 2004
			<b>Closing Date</b>	
			<b>Original</b> January 2004	<b>Actual</b> October 2004 <sup>1</sup>
<b>Description</b>				
<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. With rising demand for high-value freshwater fish in Thailand and Viet Nam, they are becoming a significant source of foreign exchange. And so, it can be said that their contribution to income, employment, and food security is higher than in any other country. 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 catch, biodiversity loss, worsening poverty for many fisher folk and fish-dependent households, weaker access rights for the poor, and escalating conflict. Inland fisheries are now close to a maximum and it is clear that this resource will not be at hand forever if it is not cared for, protected, and tapped in a sustainable way. Undoubtedly, without fish to provide protein and income, many would starve. Yet, understanding of the multitudinous factors that are detrimental to sustainable management of this vital resource is limited and requires continuous and intensive scientific and social science research. Such research can work to (i) make fish more affordable; (ii) add to the diversification of fisheries; (iii) generate employment and income for fishers; (iv) create alternative livelihoods; (v) conserve and rebuild fish stocks; (vi) provide policy advice on management arrangements for common resources, from insights into the factors that impinge on their use; and (vii) buttress community efforts to manage aquatic resources and protect biodiversity. To this end, in late 2002, the Government established the Inland Fisheries Research and Development Institute (IFREDI) under the Department of Fisheries (DOF) within the Ministry of Agriculture, Forestry, and Fisheries.</p>				
<b>Objectives and Scope</b>				
<p>The purpose of the TA was to kick-start IFREDI as an efficient, effective, and relevant research and development institute.<sup>2</sup> Its outputs, to be delivered over 12 months, were to lie in the realms of (i) institute management; (ii) research and development; (iii) technology transfer; and (iv) policy development and dialogue. With hindsight, the relevance of TA design is judged to have been correct and its objective and outputs, methodology and key activities, cost and financing, implementation arrangements, and terms of reference are deemed to have been appropriate.</p>				
<b>Evaluation of Inputs</b>				
<p>The WorldFish Center was deemed to be the most qualified and competent agency to provide the services required based on its experience, capacity, and commitment. It was selected directly to provide 35 person-months of international resource specialists and 12 persons-months of short-term domestic resource specialists. The latter were fielded flexibly as needs arose. The international resource specialists had expertise in institutional development and research management, bioecology, natural resource and agricultural economics, computer modeling, marketing, policy development, and socioeconomics. TA inputs were economical: adequate with no surplus.</p> <p>The methodology against which inputs were delivered emphasized training. To define institute management, the consultant conducted planning exercises and formal<sup>3</sup> and on-the-job training. To strengthen research and development, it coached staffs of IFREDI to gather, process, and analyze field data in the fields of bioecology and socioeconomics through learning-by-doing.<sup>4</sup> An intensive training course on research methods and proposal preparation was also conducted in Malaysia for researchers in bioecology and socioeconomics. A workshop course</p>				

<sup>1</sup> This is the expected closing date. Submission of the final statement of eligible costs, final claims for payment, and proof of turnover of equipment included in the consultants' contract are pending.

<sup>2</sup> The TA complemented the suite of loan and TA projects that ADB promotes under the Tonle Sap Initiative.

<sup>3</sup> Formal training courses were given in (i) organizational development and teamwork; (ii) basic concepts of management; (iii) accounting systems; (iv) budgeting systems; and (v) human resource management and development. At the request of trainees, the consultant also conducted training in basic concepts and principles of fishery co-management.

<sup>4</sup> Tutoring, mentoring, and regular consultations supported this "learning-by-doing" approach to training.

on priority-setting of research was also conducted for the management and senior researchers of IFREDI. To build technology transfer capabilities, the consultant carried out specialized and on-the-job training in information dissemination, proposal preparation, library operation, and management. To establish policy development and dialogue capabilities, it conducted training courses on priority setting in research and co-management of fisheries.

The TA identified correctly the capacity-building needs of IFREDI. The factors that conditioned formulation of the TA included (i) a diagnostic analysis; (ii) a driving need for the TA; (iii) ownership and close collaboration at the highest levels of DOF; (iv) a focused work program; (v) an allocation of resources geared to the purpose and deliverable outputs; (vi) a realistic time horizon; (vii) a well-designed program of process improvement; (viii) the establishment of achievable measures of progress and milestones; (ix) a management actively involved in directing and leading the process; (x) effective monitoring and supervision of TA implementation and progress; and (xi) mechanisms to ensure that improvements are maintained upon completion of the TA.

The deployment of the consultant was coordinated well and adhered closely to the staffing schedule. In turn, timely TA implementation gave IFREDI the impetus to recruit additional trainable researchers and administrative staffs, mainly from DOF. Wise use of TA funds enabled the consultant to conduct more training courses and allowed more participants to attend training courses. More equipment was procured than was planned originally.

ADB's TA review missions attended the inception, mid-term, and final workshops. The last took the form of a presentation on accomplishments, undertaken jointly with the consultant for T3993-CAM to maximize outreach.<sup>5</sup> Communications between all parties were frequent and smoothed TA implementation. A resultant sense of ownership incited IFREDI to participate actively in the TA and DOF expressed satisfaction with the inputs provided. The performance of the executing agency, ADB, and the consultant is rated as highly satisfactory.

#### **Evaluation of Outputs**

The TA's inputs resulted in much-enhanced, when not newly created, indigenous capacity. IFREDI is now functional: it is equipped with a full set of financial and administrative systems, procedures, and manuals and a human resource management plan. It knows how to draw annual operational and medium-term plans that prioritize research agenda. It is capable of designing and carrying out research in bioecology and socioeconomics.<sup>6</sup> Its staffs face the future with more confidence than a year ago. It can also, to a lesser degree, transfer technology,<sup>7</sup> develop policy, and conduct policy dialogue. The production of these outputs, in terms of cost and process, is deemed to have been very efficient. Their quality and effectiveness is deemed to have matched planned results. The client expressed satisfaction with the outputs accomplished, especially with regard to the timeliness of their delivery.

The consultant complied with reporting requirements on time and submitted an inception report, a midterm report, and a final accomplishment report. The latter included volumes of training materials, research reports, and operation and medium term plans. In each instance, ADB reviewed the documents promptly and offered suggestions for improvement. These were always acted upon.

#### **Overall Assessment and Rating**

The TA is rated as highly successful. The quality of TA outputs exceeded expectations. Numerous additional activities, such as establishment of a website for IFREDI, were carried out.

#### **Major Lessons Learned**

Capacity building is 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 such entities 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, capacity building is best done as part of 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.

#### **Recommendations and Follow-Up Actions**

Continuing efforts are necessary in the areas of technology transfer and policy development and dialogue to maximize outreach of research findings. Clear-cut twinning arrangements should facilitate this. Staffs of IFREDI also need to hone and practice their research skills to remain current and continue to feed policy development. And, early exploration of what governance structure can best sustain IFREDI is desirable. To these ends, ADB will make provision for follow-up TA in its country strategy and program update, 2005-2007.

Prepared by O. Serrat

Designation Senior Project Economist, MKAE

<sup>5</sup> ADB. 2002. *Technical Assistance to the Kingdom of Cambodia for Improving the Regulatory and Management Framework for Inland Fisheries*. Manila.

<sup>6</sup> The training in proposal preparation resulted in four research proposals that will be submitted to donors for funding.

<sup>7</sup> A 2-year operational plan for technology transfer and an information dissemination strategy were drafted.