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**SADCC REGIONAL FISHERIES DEVELOPMENT PROJECT (690-0215.12)**

**Project Assistance Completion Report**

**1. Project Status**

The Project Assistance Completion Date (PACD) of the project was May 31, 1989 and the Terminal Disbursement Date (TDD) was February 28, 1990.

The total obligations for the project was \$974,000. At the TDD, the financial status of the project, by element, was as described below:

Project Element No.		Obligated	Earmarked	Committed	Disbursed
1	Meetings	195,500	179,800	114,947	114,947
2	Tech Assistance	319,000	318,676	318,676	254,984
3	Seminars/Workshops	339,350	336,300	336,300	257,450
4	Admin. Support	<u>120,150</u>	<u>90,000</u>	<u>42,702</u>	<u>42,702</u>
TOTAL		974,000	924,776	812,625	670,083
		=====	=====	=====	=====

Originally the project was expected to be coordinated by USAID/Zimbabwe. In midstream this responsibility was given to USAID/Malawi since Malawi is the SADCC Coordinator of Fisheries and Wildlife. Due to low utilization of funds under the project, the Government of Malawi (GOM) requested a PACD extension for one year, and the request was approved by USAID/Malawi in the first quarter of 1989.

Since the obligated monies had not been fully expended, major activities (meetings, workshops, documentation and training studies) were carried out. The Department of Fisheries was unable to drawdown more than 50% of obligated funds under Element 4 (Administrative Support) because it was unable to recruit the necessary staff and procure the necessary equipment. As a result of mutually agreed upon policies

between the IMF and GOM on restricted personnel recruitment, the Malawi Fisheries Department was unsuccessful in its efforts to institutionalize the planning, coordination and management of the SADCC regional fisheries program. Although positions for the Fisheries Coordinating Unit had been created, the Fisheries Department was unable to fill them. As a consequence, the project activities had to be managed and coordinated directly by the Fisheries Department rather than by the Fisheries Coordinating Unit as planned.

## 2. Contribution Summary (in U.S. \$)

	<u>Planned</u>	<u>Actual</u>
AID	974,000	670,083
GOM	102,000	70,172

On a quarter-time basis the GOM provided the services of the Chief Fisheries Officer, Deputy Chief Fisheries Officer, Principal Fisheries Officer and a secretary to the Fisheries Administration Support Unit, in addition to the Fisheries Advisor supported by project funds. The Unit did not recruit a full complement of staff due to austerity measures mutually agreed upon between the IMF and GOM; this largely accounts for the low disbursement of funds under Project Element No. 4.

## Project Accomplishments

The project achieved the project purpose related to research and training activities. Two technical studies, on the Regional Fisheries Training Center and Regional Documentation, were completed and are expected to attract donor funding. Eight seminars/workshops were supported by project funds, and fisheries experts from the SADCC region were brought together to identify common problems, solutions and strategies. In addition, a network of communication has been established among SADCC fisheries experts.

Anticipated project outputs compared to actual were as follows:

Anticipated Outputs	Actual Outputs
a) Two Technical Studies	Two studies were completed on Regional Documentation and Regional Fisheries Training Center.
b) Seven subcommittee and technical meetings	Fourteen subcommittee and technical meetings were held.
c) Eight seminars/workshops	Eight workshops were held, seven of which have resulted in interest by some donors in possible follow-on activities.

#### Lessons Learned From the Project

1. A regional program is likely to suffer from "decision inertia" arising out of the need to reach consensus and compromise among members. The need to achieve this seriously affects implementation.
2. A regional program can be used to identify common problems affecting members, but projects to resolve those problems must be planned bilaterally, as solutions to the problems may not be common to all members.
3. The Department of Fisheries had weak management since it had relied heavily on expatriates to manage its programs. When the expatriates left at the end of their contracts they left behind an organization unable to carry out its mandate. An implementing agency, relying heavily on expatriates, potentially is a weak organization, and A.I.D. should take this into account when funding future programs.