

# Terminal Evaluation

## Latin America and the Caribbean

### 1. Outline of the Project

**Country:**

Panama

**Project title:**

Outboard Motor Maintenance and Repair in the Republic of Panama

**Issue/Sector:**

Shipping Lines/Ships

**Cooperation scheme:**

Third-Country Training Program

**Division in charge:**

Central America and the Caribbean Division, Regional Department III (Latin America and the Caribbean)

**Total cost:****Period of Cooperation**

1998 - 2002

**Partner Country's Implementing Organization:**

The National Institute for Vocational Training (INAFORP)  
El Bongo Specialized Fishery Nautical Center

**Supporting Organization in Japan:****Related Cooperation:**

Dispatch of Long-term Experts

### 1-1 Background of the Project

Panama has introduced about 13,000 marine outboard motors over the past four years which has contributed to the promotion of the coast fishery. However, poor maintenance and repair techniques have left many of the motor in serious disrepair. Under these circumstances, after the dispatch of Long-term Experts to INAFORP from December 1995, the Government of Panama requested to the Government of Japan to give trainees from the Central American and Caribbean countries the opportunity to upgrade the techniques of outboard motor maintenance and repair to contribute to the promotion of coast fishery in the above areas.

### 1-2 Project Overview

JICA, with INAFORP as the implementing organization, implemented the training course on outboard motor maintenance and repair to 70 participants from Central American and Caribbean countries.

#### (1) Overall Goal

Increase of productivity and income of the small-scale coastal fishermen in Central American and Caribbean countries.

#### (2) Project Purpose

To provide participants from Central American and Caribbean countries with an opportunity to enhance their knowledge and techniques in the field of outboard motor maintenance and repair to contribute to the development of small-scale coastal fisheries in the region.

#### (3) Outputs

1) Participants mastered the knowledge and techniques of outboard motor maintenance and skills needed to work in the vocational training institutions of the beneficiary countries.

2) The knowledge acquired by participants is disseminated to small-scale coastal fishermen in their respective countries.

#### (4) Inputs

Japanese side:

Short-term Experts	5
Trainees received	70
Local Cost	About 16 Million Yen (Including equipments for laboratory)

(equipments for laboratory)

Panamanian side:

Counterparts	2
Local Cost	About 11 Million Yen

Land and Facilities

#### (5) Participant Countries

Belize, Republic of Costa Rica, Republic of Cuba, Dominican Republic, Republic of El Salvador, Republic of Guatemala, Republic of Honduras and Republic of Nicaragua.

## 2. Evaluation Team

### Members of Evaluation Team

JICA Panama Office  
(Consigned to the local consultant: SOLUCIONES INTEGRALES.S.A.)

### Period of Evaluation

9 December 2001 - 8  
January 2002

### Type of Evaluation:

Terminal Evaluation by Overseas Offices

## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

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#### (1) Relevance

Most of the participating countries share the major problems of poverty and high unemployment in the rural areas. Many of the small-scale coastal fishermen live in the rural areas and are plagued by the same problems. They make their daily living selling marine products, and it is necessary for them to prepare the fishing equipment regularly. Judging from the above situation, the Training contributed to solve above issues and have high relevancy.

#### (2) Effectiveness

The majority of the superiors of the participants (95 percent) agreed that the ex-participants' achievement had been excellent, and 92 percent of the ex-participants said that they had grasped over 80 percent of the knowledge and skills introduced in the Training. The ex-participants said that they were using the knowledge acquired and transferring it to their colleagues and others through seminars, daily work and reports to their superiors. Therefore, the Project Purpose to enhance the participants' knowledge and techniques in the field of outboard motor maintenance and repair is accomplished.

#### (3) Efficiency

The average investment cost per participant was US\$3,462.15. However, a major part of the investment made by INAFORP during the first three years was directed to the purchase of equipment and the fitting out of training facilities. These assets will remain operating after the end of the project period; therefore, the real average cost per participant is less. On the other hand, 99 percent of the participants successfully completed the Training, indicating that the investment was effectively used and that the selection of participants was adequate. The budget was utilized on schedule without unexpected expenses. The initial investment will be utilized for future training at INAFORP. Based on these facts, the Training was efficiently implemented.

#### (4) Impact

The organizations to which the participants belong recognized that one of the main benefits of the Training is that they do not need to depend on outside sources to carry out the repair of motors. On the other hand, a shortage of equipment for maintenance and repair, funding and personnel hindered the utilization and dissemination of the effects of the Training. Therefore, it is necessary to support delivery of equipment and facilities and to prepare manuals for the participating countries. Some ex-participants no longer work for the nominating organizations and some are unemployed, which may have reduced the impact of the Training.

#### (5) Sustainability

Based on the fact that the implementing organization, INAFORP, has been conducting the outboard motor maintenance and repair course before the Training, this course is one of the regular tasks of INAFORP and may have the sustainability for the future. INAFORP has the necessary budget and facilities to conduct the course at the national level without support from JICA. However, without the support from JICA, it will be very difficult for participants from other countries to attend since all of the countries in the region are relatively poor and funding is too limited to meet domestic needs. Therefore, the matter of sustainability for each participating country remains a concern.

### **3-2 Factors that promoted realization of effects**

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#### (1) Factors concerning Planning

N/A.

#### (2) Factors concerning the Implementation Process

Monitoring during the Training enabled adjusting the time allocated to the lectures and curriculum so that the effect of the Training was enhanced.

### **3-3 Factors that impeded realization of effects**

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#### (1) Factors concerning Planning

N/A.

#### (2) Factors concerning the Implementation Process

There were no appropriate equipment and facilities for maintenance and repair at the organizations where ex-participants worked, so their acquired knowledge could not be applied. There were also worse cases. Some organizations no longer had information about the ex-participants, and so they did not know where those participants were allocated. This suggests that those countries did not give the effects of the Training the consideration they deserved.

### **3-4 Conclusion**

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The Training has come met the expectations of the participants and the beneficiary organizations in the eight countries. According to the participants and beneficiary organizations, one of the major effects of the Training was the improvement of the technical ability of instructors and the savings resulted from the availability of a mechanic within the organization. One limitation to the achievement of sustainability of the project has been the traditional personnel rotation in the public sector, in addition to the lack of equipment and materials in most of those countries, making it difficult to put the knowledge into practice.

### **3-5 Recommendations**

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(1) In Panama, there are not many university graduates, which one of the qualifications for the Training; therefore, simplifying the contents of the Training should be considered so more people from rural areas can participate.

(2) It is necessary for each participating country to supply the equipment and parts for maintenance and repair, thereby organizing the appropriate environment for dissemination of the effects of the Training. It is also necessary for the Government of each participating country to carefully consider the allocation of ex-participants so that they can utilize the acquired knowledge and techniques.

### **3-6 Lessons Learned**

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The evaluation of the participants should be implemented just after the termination of each training course to make it a good reference for future training courses.

### 3-7 Follow-up Situation

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N/A.