

Country Name	The Project for Kiritimati Island Coastal Fisheries Development in the Republic of Kiribati
The Republic of Kiribati	Kiribati

**I. Project Outline**

Project Cost	E/N Grant Limit: 739 million yen	Contract Amount: 732 million yen
E/N Date	January 2005	
Completion Date	April 2006	
Implementing Agency	Central Pacific Producers Ltd. (CPPL) (Responsible Agency: Ministry of Fisheries and Marine Resources Development (MFMRD))	
Related Studies	Basic Design Study: May 2004 to January 2005	
Contracted Agencies	Consultant	ICONS International Cooperation Ltd.
	Contractor	Penta-Ocean Construction Co. Ltd.
	Supplier	NBK Corporation
Related Projects	Japan's cooperation: Project for Coastal Fisheries Development (1979, Grant Aid)	
Background	<p>In Kiritimati Island, Kiribati, fishing is the key industry and the economic backbone of the island. It supported the livelihood of 104 households (23% of total households) on the island as its main source of income (source: 2000 census). Central Pacific Producers Limited (CPPL), a company owned by the Ministry of Fisheries and Marine Resources Development (MFMRD), run shipping services between Tarawa and Kiritimati (Fanning and Washington). However, its landing/processing facilities and equipment were deteriorated. At the time of ex-ante evaluation of this project, CPPL Kiritimati Branch could not increase frozen fish production to transport it to Tarawa. Therefore, it was necessary to renovate landing facilities such as slipway and fish processing and preservation facilities.</p>	
Project Objectives	<p><b>Outcome</b></p> <p>To increase the volume of fish catches and shipping in Kiritimati Island and of frozen fish supply to the capital by rehabilitation and construction of unloading facilities, construction of fish handling facilities and procurement of equipment for unloading /handling/ processing activities.</p>	
	<p><b>Outputs</b></p> <p>Japanese Side:</p> <ul style="list-style-type: none"> <li>• Renovation of existing slipway and repair of revetment</li> <li>• Construction of handling place for fishery products, Generator House, Meeting Hall, Drainage</li> <li>• Equipment and Machinery for Facility: Refrigeration Equipment, Generator, Septic Tank, Water Tank, Fuel Oil Tank</li> <li>• Equipment / Materials to be procured: Fishing boats, Working Tables, Packing Machine, Band Saw, Weighting machine, Cleaning tools, Truck with crane, Transport equipment, Chest freezer, Winter clothes, Tables and chairs for meeting room</li> </ul> <p>Kiribati Side:</p> <ul style="list-style-type: none"> <li>• To secure the temporary uploading land during the construction</li> <li>• To remove the storage building for fishing equipment and damaged jetty where the new facilities are to be constructed.</li> <li>• To install the electric power meters, electricity divergent boxes and connect the telephone lines</li> <li>• To install the water divergent box and water measurement box.</li> </ul>	

**II. Result of the Evaluation**

Summary of the Evaluation
<p>The project has been highly relevant with Kiribati's development policy, development needs as well as Japan's ODA policy at the time of both ex-ante and ex-post evaluation.</p> <p>The project, however, has not achieved its objectives, "to increase the volume of fish catches and shipping and of the frozen fish supply to the capital." CPPL Kiritimati Branch was not able to send frozen fish to Tarawa as periodical shipment service has stopped since 2007 because the refrigeration facilities of vessels were broken down by unexpected accidents<sup>2</sup>. The volume of fish catches per day has remained the same in 2003 and in 2012, while the processing volume of fish catches per year has been improved and achieved the target of 10 ton per year. According to the interviews with some fishermen in 2012, after the rehabilitation of revetment by the Project, fishing boats can safely depart and return at the quay and it has become easier to unload the cargoes. As for sustainability, the implementing agency has some problems in terms of technical and financial issues and the status of operation and maintenance. The CPPL Tarawa provided trainings to staff in Kiritimati Branch, focusing on repair and maintenance of equipment. At the time of ex-post evaluation, chest freezer did not well function because of gas leak, and the CPPL Tarawa is procuring the spare parts to fix it. They have strengthened the monitoring of budget balance. For efficiency, the project period slightly exceeded the plan.</p> <p>In the light of the above, this project is evaluated to be unsatisfactory.</p>

<sup>1</sup> This ex-post evaluation was carried out by using site survey results in 2012 as well as questionnaires to and e-mail communications with the implementing agency.

<sup>2</sup> The liners got shipwrecked or stranded, resulting in ceasing the operation.

## 1 Relevance

This Project has been highly relevant with the National Development Strategies (2000-2003) and the Kiribati Development Plan (2012-2015), focusing on economic growth and poverty reduction through increasing the fishery production, and the development needs “to promote the fishing industries and to maintain the fishery processing and preservation facilities and related equipment<sup>3</sup>”, as well as Japan’s ODA policy (the 3rd Japan-Pacific Islands Forum Summit Meeting’s Joint Action Plan toward Pacific Islanders including Kiribati) at the time of both ex-ante and ex-post evaluation. Therefore, relevance of this project is high.

## 2 Effectiveness/Impact

This Project has not achieved its objectives, increasing the volume of fish catches and shipping in Kiritimati Island and of frozen fish supply to the capital. No frozen fish has been shipped to Tarawa, because the refrigeration facilities of vessels for regular shipping line have been broken down since 2007 (Indicator 1). The volume of fish catches per day has not attained its target value. The reason is that only two out of six fishing boats have been operative and thus, there was no increase of catches per day recorded in 2012 (Indicator 2). Some positive project effects identified are that the processing volume of fish catches per year increased to 16.6 tons/year in 2011, achieving the target of 10 tons/year for 2008 (Indicator 3). The project has somewhat contributed to meet growing demand for fish in Kiritimati island as the processed fish is either shipped to Hawaii or consumed in the Kiritimati island instead of being shipped to Tarawa. According to the interview with some fishermen in 2012, fishing boats can now safely depart and return at the quay and it has become easier for the fisherman to unload the cargoes after the rehabilitation of revetment by the Project. With the renovated slipway, it has become possible to wharf the fishing boats and to carry out the regular inspection as well.

As for the status of the equipment procured by the Project, weighing machines and generator have been utilized effectively and some fishing boats and chest freezer have not been utilized due to the unavailability of spare parts. The truck with crane had not been in use after a collision accident in 2011 that had resulted in an extensive damage to the truck body, but was replaced by second hand truck sent by CPPL headquarters in October 2013; and band saw blade was also repaired. CPPL headquarters is planning to send spare parts to repair the chest freezer which is not well functioned.

Therefore, effectiveness/impact of this project is low.

### Quantitative Effects

Indicator(unit)	baseline value (2003)	target value (2008)	actual value (2008)	actual value (at ex-post evaluation) 2012
1) Volume of frozen fish shipped (from Kiritimati) to Tarawa per year	16.5 ton/year	72 ton/year	0 ton/year	0 ton/year (No fish shipment to Tarawa since 2007)
2) Volume of fish catches per day	(actual value) 200 kg (2 Boats)	(planned value) 600 kg (6 Boats)	na	206kg (Jun. – Dec. 2012) Only 2 out of 6 boats available *2 boats under maintenance *1 boat drifted; 1 boat discarded because of break down <sup>4</sup> .
3) Processing volume of fish catches per year	None	10 ton/year	na	16.6 ton (May 2011 to April 2012)

Source : Interview to CPPL staff



Fish handling facilities



Weighting Machine



Band saw

## 3 Efficiency

The project cost was within the plan (ratio against the plan: 99%). The project period slightly exceeded the plan (ratio against the plan: 102%) because some equipment could not be delivered on time since there is only monthly shipping service between Tarawa and Kiritimati Island<sup>5</sup>.

Therefore, efficiency of this project is fair.

<sup>3</sup> The agricultural production is limited to the Copra due to the soil texture of coral reef in Kiritimati Island.

<sup>4</sup> Two (2) out of four(4) boats procured by the Project currently catch 100kg/per day as planned in Basic Design. The two (2) boats had been owned by CPPL before commencement of the Project and broke down at the time of the ex-post evaluation due to the lifetime.

<sup>5</sup> It takes 3 weeks to reach Kiritimati Island due to the distance between Tarawa and Kiritimati.

#### 4 Sustainability

The facilities/equipment constructed/procured by the Project are maintained by CPPL Kiritimati Branch which is owned by the MFMRD. CPPL has some problems in terms of technical and financial aspects as well as current operation and maintenance status, but no problem is observed in the structural aspect.

With the organizational reform of CPPL in 2012, CPPL Kiritimati Branch has been well managed with the assistance from its headquarters (CPPL Tarawa), and the number of staff in Kiritimati Branch Office has been increased to seventeen, the twice of that before the Project. As for the technical aspect, although the staff has no problems in daily operation of facilities and equipment, there are some difficulties to repair and maintain the equipment such as chest freezer. The CPPL Tarawa provided trainings to staff in Kiritimati Branch, focusing on repair and maintenance. As for the financial aspect, the income of CPPL decreased along with the decrease of fish catches while operating expenses increased partly because the CPPL had to rent a truck to supplement the broken one as well as it had to pay the high cost of oil and fuel for transportation. However, the CPPL has made much effort to improve their financial status by collecting the debt and obtaining the financial assistance from foreign donors. In 2013, they started to strengthen the monitoring procedure by preparing the annual income and expenditure plan, and reports the plans to the government. Although some problems were found in the current status of operation and maintenance such as chest freezer, which was damaged by gas leak, the facilities constructed by the Project such as Fish Handling Building and Slipway are well managed, and the inspection of equipment is carried out regularly. CPPL headquarters has a plan to procure spare parts of the chest freezer for its repair. Also, budget for the procurement of spare parts and the daily maintenance of equipment and machineries plans to be allocated to Kiritimati Branch at the beginning of 2014.

Therefore, the sustainability of this project is fair.

### III. Recommendations & Lessons Learned

#### Recommendations for Implementing agency:

It is strongly recommended that CPPL urgently carry out repairs for the equipment that have remained unrepaired after the breakdown. Once the equipment is fully operational, CPPL Kiritimati Branch should carry out the regular inspection and report the results to the CPPL headquarters.

#### Lessons learned for JICA:

In an island country like Kiribati, most spare parts need to be transferred from main island and/or be imported from overseas. In addition, it is often the case that, as an implementing agency's organizational structure, the section for operation and maintenance is located geographically far from the section for procuring spare parts. Taking them into consideration, during a project planning stage, it is essential to carefully check (i) whether there is an organizational set-up necessary for the timely reporting of maintenance issues on equipment between the OMM section and the procurement section in a main island; and (ii) whether the procurement section would keep the updated information on spare-parts suppliers and would have the secured budget to responds to the reporting promptly.