

Country Name	Project for Human Resource Development in Fishery Sector for French Speaking African Countries		
Kingdom of Morocco			

I. Project Outline

Background	<p>The fishery sector of Morocco had been the most technically developed among African countries through various supports, including the government of Japan for 36 years since 1987. In 1989, the Ministry of Agriculture and Maritime Fishery of Morocco expressed to promote “South-South Cooperation” at the Ministerial Conference on fisheries cooperation among African States bordering the Atlantic Ocean (ATLAFCO) and JICA have organized a third-country training for the fishery sector in Morocco inviting government officials from sub-Sahara African countries as well as dispatching Japanese experts in the fishery sector. As There were many geopolitical and cultural similarities between Morocco and Mauritania, and Mauritania considered Morocco as its development model for the fishery sector, Mauritania requested Morocco to support their development of human resources in its fishery sector in 2013 in terms of (i) fishery education and training, (ii) management inspection related to sanitation of marine product and quality control, and (iii) development of an extension system for the artisanal fishery and extension worker. Morocco requested the government of Japan not only to support Mauritania but also other French-speaking African countries with the same needs.</p>				
Objectives of the Project	<p>Through capacity development of implementing agencies of the fishery sector from targeted countries in fishery education and training, sanitary inspection and quality control of marine products, and promotion of artisanal fishery, the project aims at establishing a mechanism that allows effective implementation of development assistance programs based in Morocco, thereby contributing to sustainable development of the fisheries sector in French-speaking African countries.</p>				
	<ol style="list-style-type: none"> 1. Overall Goal: Development assistance mechanism which will continuously be implemented by the Moroccan implementation agency contribute to the sustainable development of the fisheries sector in French speaking African countries. 2. Project Purpose: Establish a mechanism which will allow an effective implementation of development assistance programs based in Morocco for the development of the fisheries sector in French speaking African countries. <ol style="list-style-type: none"> a) The implementing agency will be able to respond effectively to the needs of French speaking African countries in the field of fisheries. b) Participants from fisheries related institutions in French speaking African countries effectively develop their capacity for realizing sustainable development of the fisheries sector in each country. 				
Activities of the Project	<ol style="list-style-type: none"> 1. Project Site: Morocco and French Speaking African countries 2. Main Activities: a) Determination of annual training program for targeted countries by mutual consultation with Higher Institute of Maritime Fisheries Agadir (ISPM Agadir), Seafood Processing Technology Center (CSVTPM) , and the Institute of Technology of Maritime Fisheries of Larache (ITPM Larache), b) To organize evaluation mechanisms of the training results in mutual consultation with Moroccan training institutes, and so on, c) Prepare contract services to be ordered to institutes for conducting training program and dispatching experts, and d) Determination of future training programs based on the lessons learned through mutual consultation with training institutes. 3. Inputs (to carry out above activities) <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Japanese Side</p> <ol style="list-style-type: none"> 1) Experts: 12 persons 2) Trainees Received: 22 persons 3) Equipment: photocopy machine and computer </td> <td style="width: 50%; vertical-align: top;"> <p>Moroccan Side</p> <ol style="list-style-type: none"> 1) Staff Allocated: 8 persons 2) Facilities: Offices space in ISPM Agadir, and ITPM Larache 3) Local operation cost: accommodation and facility usage costs, and travel expenses for training </td> </tr> </table> 			<p>Japanese Side</p> <ol style="list-style-type: none"> 1) Experts: 12 persons 2) Trainees Received: 22 persons 3) Equipment: photocopy machine and computer 	<p>Moroccan Side</p> <ol style="list-style-type: none"> 1) Staff Allocated: 8 persons 2) Facilities: Offices space in ISPM Agadir, and ITPM Larache 3) Local operation cost: accommodation and facility usage costs, and travel expenses for training
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Project Period	(ex-ante) February 2015-March 2018 (38 months) (actual) March 2015-August 2018 (42 months)	Project Cost	(ex-ante)199 million yen (actual) 213million yen		
Implementing Agency	Ministry of Agriculture, Maritime Fishery, Rural Development, Water and Forest (MAPM) (Maritime Fishery Department (DPM))				
Cooperation Agency in Japan	IC Net Limited				

II. Result of the Evaluation

1 Relevance/Coherence	[Relevance]
	<Consistency with the Development Policy of Morocco at the Time of Ex-Ante Evaluation>
	The project was consistent with the development policy of Morocco at the time of ex-ante evaluation. The South-South Cooperation

was expressed in the meeting of Ministerial Conference on Fisheries Cooperation among African States Bordering the Atlantic Ocean (ATLAFCO) held in 1989 in order to cooperate in various fishery fields.

<Consistency with the Development Needs of Morocco at the Time of Ex-Ante Evaluation>

The project was consistent with the development needs of Morocco at the time of ex-ante evaluation. The development needs are to develop human resources of the fishery sector in French speaking African countries through Morocco.

<Appropriateness of Project Design/Approach>

The project design/approach was appropriate. No problem attributed to the project design/approach was confirmed.

<Evaluation Result>

In light of the above, the relevance of the project is ③¹.

[Coherence]

<Consistency with Japan's ODA Policy at the Time of Ex-Ante Evaluation>

The project was consistent with the Japan's ODA policy to of the Kingdom of Morocco. This is to address "promoting partnerships for the South-South cooperation" as one of priority areas in the "Japan's Country Assistance Policy for Morocco" (2012).

<Collaboration/Coordination with other JICA's interventions>

Any collaboration/coordination between the project and other JICA interventions was not clearly planned at the time of ex-ante evaluation.

<Cooperation with other institutions/ Coordination with international framework>

Any cooperation/coordination with other institutions was not clearly planned at the time of ex-ante evaluation.

<Evaluation Result>

In light of the above, the coherence of the project is ②.

[Evaluation Result of Relevance/Coherence]

In the light above, the relevance/coherence of the project is ③.

2 Effectiveness/Impact

<Status of Achievement of the Project Purpose at the Time of Project Completion>

At the time of project completion, the Project Purpose was mostly achieved as planned. Training procedure manuals, training planning guidelines and a form collection were produced in French and distributed to training participants (Indicator 1). To obtain a more specific feedback of the training from participants, an evaluation sheet was adopted. Also, a review meeting was held at the end of each training course to incorporate the recommendations into the next/future training courses and to consider the development of new courses. (Indicator 2). A wide-ranging seminar on South-South cooperation and human resources development was held to identify the needs of each country. Based on this, the human resources development plan was formulated by each country and training courses could be selected accordingly (Indicator3).

<Continuation Status of Project Effects at the Time of Ex-Post Evaluation>

By the time of the ex-post evaluation, the project effects have continued as expected. According to ISPM Agadir, CSVPTM, and ITPM Larache, the training courses have been reviewed and revised by all parties involved in the project. During the pandemic of COVID-19, several training institutions have offered online training courses and also conducted hybrid courses, linking online and on-site training for local as well as international students (10% were international students). In addition, Most of the training institutes have continued to improve and develop their internal trainings. ISPM Agadir has accepted qualified master's students for making better training; CSVPTM has signed a cooperation agreement with the United Nations (UN) and has been working with the UN on the development of a new training program and research activities. During the project implementation period, three training phases were planned to review and adapt the training contents to the targeted countries' needs. After this, the qualified trainers in the institutes continue to take the initiative to educate themselves in order to catch up on the sector's information and the targeted countries' fisheries situation for the next training to be held. Although the focal persons of each country had communicated with each other during the project implementation period, due to COVID-19, some of them were transferred to other positions for emergency response. This is hard to say that focal persons have been in frequent communications with each other.

<Status of Achievement of the Overall Goal at the Time of Ex-Post Evaluation>At the time of ex-post evaluation, Overall Goal has been partially achieved. The government of Morocco have not had a proper action plan in place to efficiently implement the South-South cooperation in the fisheries sector, and Moroccan Agency for International Cooperation (AMCI) and/or the Department of Marine Fisheries needs to develop the implementation system. On the other hand, ISPM Agadir, CSVPTM and ITPM Larache have established good relationships with the target countries. This has led to follow-up training and the exchange of opinions with the target countries (Indicator 1). For dispatch to Morocco from the targeted countries, no concrete actions have not been planned because of COVID-19, yet the targeted countries have expressed their interest . Instead of dispatch to Morocco, the training institutes have conducted online training and online workshop under the supervision of DPM and the Ministry of Health. ISPM Agadir has succeeded in keeping all of its programs going continuously without interruption (Indicator 2).

<Other Impacts at the Time of Ex-Post Evaluation>

No other positive and negative impacts were not observed at the time of ex-post evaluation.

<Evaluation Result>

In light of the above, the effectiveness/impact of the project is ③.

Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results	Source
(Project Purpose) Establish a mechanism which will allow an effective implementation of	Indicator 1 Training procedure manual and series of formats necessary to implement training courses are prepared.	<u>Status of the Achievement (Status of the Continuation):</u> <u>mostly achieved as planned (continued).</u> (Project Completion) • Based on the training experiences, several documents were issued in the training language "French" such as:	Source: Questionnaire responses from ISPM Agadir, CSVPTM Agadir & ITPM Larache.

¹ ④:very high, ③:high, ②:moderately low, ①:low *To be the same afterwards

development assistance programs based in Morocco for the development of the fisheries sector in French speaking African countries. a) The implementing agency will be able to respond effectively to the needs of French speaking African countries in the field of fisheries. b) Participants from fisheries related institutions in French speaking African countries effectively develop their capacity for realizing sustainable development of the fisheries sector in each country.		training procedure manuals, training planning guidelines, and a collection of forms were prepared and shared with participants. (Ex-Post Evaluation) • Technical manuals as well as other relevant information have been shared with the participants.	
	Indicator 2 Evaluation of the training courses are reflected to new course development.	<u>Status of the Achievement (Status of the Continuation):</u> <u>mostly achieved as planned (continued)</u> (Project Completion) • An evaluation sheet for participants was adopted to obtain a more specific feedback of the training. • A review meeting was held at the end of each training course in order to reflect the recommendations on the following/future trainings and to take into consideration for the development of new ones. (Ex-Post Evaluation) • The training courses have been reviewed and revised by all parties involved in the project. • Most of the training institutes continue to improve and develop their internal trainings. •	Source: Questionnaire responses from ISPM Agadir, CSVPTM Agadir & ITPM Larache.
	Indicator 3 Human resource development needs are identified in each target country.	<u>Status of the Achievement (Status of the Continuation):</u> <u>mostly achieved as planned (continued)</u> (Project Completion) • The human resource development plan was formulated by each country based on its own development needs. • The content of the training, the country host, and the planned number of participants over the next three years were fully analyzed and well described. (Ex-Post Evaluation) • Three training phases were planned to review and adapt the training content to the targeted countries' needs. • After this, the qualified trainers in the institutes continues to take the initiative to educate themselves in order to catch up on the sector's information and the targeted countries fisheries situation for the next training to be held.	Source: Questionnaire responses from ISPM Agadir, CSVPTM Agadir & ITPM Larache.
(Overall Goal) Development assistance mechanisms which will continuously be implemented by the Moroccan implementation agency contribute to the sustainable development of the fisheries sector in French speaking African countries.	Indicator 1 Effective implementation structure is enhanced with an appropriate coordination between the official development assistance agency and execution agencies.	(Ex-Post Evaluation) partially achieved • Effective implementation structure has not been built. • ISPM Agadir, CSVPTM and ITPM Larache have established good relationships with the target countries. This has led to follow-up training and the exchange of opinions with the target countries.	Source: Questionnaire responses from ISPM Agadir, CSVPTM Agadir & ITPM Larache.
	Indicator 2 Targeted countries are able to send participants to Morocco in accordance with their Human Resource Development plan in Fisheries Sector.	(Ex-Post Evaluation) partially achieved • For dispatch to Morocco from targeted countries, no concrete actions have not been planned because of COVID-19, yet the targeted countries have expressed their interest. • Instead of dispatch to Morocco, the educational institutes have conducted online training and online workshop under the supervision of DPM and Ministry of Health For example, ISPM Agadir has succeeded in keeping all of its programs going continuously without interruption.	Source: Questionnaire responses from ISPM Agadir, CSVPTM Agadir & ITPM Larache.

3 Efficiency

Both the project cost and the project period slightly exceeded the plan (the ratio against the plan: 107% and 111%, respectively) because of combined factors such as additional trainings and the postponement of training schedule. Outputs were produced as planned. In the light above, the efficiency of the project is ③.

4 Sustainability

<Policy Aspect>

The policy of the government of Morocco for the fisheries sector is called "Halieutis" which aims at the development of the sector activities as well as the reinforcement of human resources capacities. The policy was adopted in 2009, and the basic principles and specific objectives have been reviewed and updated every five years, even during the pandemic of COVID-19. DPM has emphasized the importance of human resource development in each update and has set a number of actions to be taken as the sector's role expands.

<Institutional/Organizational Aspect>

There have been no changes in terms of institutional and organizational aspects. The number of staff of DPM, ISPM Agadir, CSVPTM, and ITPM Larache involved in project implementation has not changed. There are systems to ensure that counterparts and members have been actively engaged in training and human resource development activities. DPM and the training institutes have developed an important network with numerous countries to make new projects. Also, DPM has constantly tried to keep an active cooperation with multiple counterparts in order to disseminate the know-how.

<Technical Aspect>

The staff members of DPM, ISPM Agadir, CSVPTM, and ITPM Larache have sustained their knowledge and skills. Becoming a trainer

in a training institution requires a permanent learning and updating of knowledge. In addition, the Moroccan side has tried to communicate with the targeted countries in order to sustain their knowledge and skills. The institutes have been proactive in introducing online discussions and exchange meetings although these activities are interrupted due to poor internet connection in the targeted countries. In addition, technical manuals as well as other relevant information have been shared with the participants.

<Financial Aspect>

In addition, to the sufficient budget allocated to human resource development in the fishery sector of Morocco, DPM has been prepared to secure a future budget for the launch of new training programs. Also, DPM expresses their interest to continuously conducting the PRECAF II program for further development of the project.

<Environmental and Social Aspect>

No negative impact on natural and social environments were anticipated and identified at the time of ex-post evaluation.

<Evaluation Result>

In light of the above, slight problems have been observed in terms of the technical aspect of the implementing agency. Therefore, the sustainability of the project effects is ③.

5 Summary of the Evaluation

The project mostly achieved Project purpose as planned to establish a mechanism that will allow the effective implementation of development assistance programs based in Morocco for the development of the fisheries sector in French-speaking African countries and Overall goal as planned to contribute to the sustainable development of the fisheries sector in French-speaking African countries through continuous development assistance mechanisms. As for sustainability, there is slight issues in the technical aspect but no problems overall. The policy has been updated every 5 years and DPM has tried to get prepared for the future budget to launch training programs. Considering all of the above points, this project is evaluated to be highly satisfactory.

III. Recommendations & Lessons Learned

Recommendations for Implementing Agency:

- Training materials being continuously developed, it is recommended that ISPM improve their digital platform to store systematically all the digital manuals and materials. ISPM also should ensure regular updates on information on the fishery sector and the implementation of the training activities established by the project t. Even if the persons in charge are transferred to another department, the information and activities can be surely handed over to a successor. The project effects would be more widely disseminated and easily maintained.
- Learner satisfaction with some training was somehow low because there was a case where participants did not meet the training level and were not able to catch up with the trainings. In order to avoid such situations, training institutes should be included in the process of participants' selection for the level check. If needed, training institutes should provide supplementary materials so that participants who are under-leveled will be able to reach the training level. This process should lead to conducting the effective training.
- It is suggested that all training institutes record and publicize their training sessions and meetings as material for not only training participants but also anyone who is interested in fishery programs.
- Based on the evaluation of each training (especially Phase 2), the Training Management Committee should consider whether some Moroccan officials should be included in future trainings with the targeted countries' participants to ensure human resource development for Morocco and they would be an instructor to further disseminate the project effects.

Lessons Learned for JICA:

- During the COVID-19 pandemic, some hybrid training was conducted and worked well. Compared to the conventional training where only face-to-face training is used, hybrid training was more efficient and easier to understand for learners. Based on the experience of COVID-19, JICA should consider using the new style of training when designing the project.
- In implementing third-country training, establishing a training system centered on countries that are making advanced efforts in the field and targeting neighboring countries using a common language is an efficient way of implementing training without language barriers. In addition, if restrictions are imposed on participation in training due to infectious diseases or other reasons, supplementary activities through online training may be considered in the future, and training using a common language could be a significant advantage.



Research and valorization laboratory within CSVPTM



Facility tour at ISPM Agadir