



Food and Agriculture  
Organization of the  
United Nations

**DFID**

Department for  
International  
Development



**Programme pour des Moyens d'Existence Durables dans la Pêche (PMEDP)**

(GCP/INT/735/UK)

**Sustainable Fisheries Livelihoods Programme (SFLP)**

**PILOT PROJECT**  
**«IMPROVED LIVELIHOODS IN POST-HARVEST FISHERIES**  
**IN CAMEROON, CHAD, THE GAMBIA AND SENEGAL»**

**TERMINAL REPORT**

**By**

**Joseph Ndenn**  
**Regional Coordinator**  
**Regional Support Unit (RSU), Cotonou - Benin**

**June 2007**

## TABLE OF CONTENTS

LIST OF ABBREVIATIONS .....	4
1. INTRODUCTION .....	6
1.1 History of the project .....	6
1.2 Official provisions (budget, signature, PMT, etc) .....	6
1.3 Objectives of the project.....	7
1.4 Approach and Strategy of intervention .....	7
2. RESULTS AND CONCLUSIONS.....	9
2.1 Expected Output 1: Improved capacities of the sector’s post-harvest stakeholders in organisational development and for responsible fish utilisation. ....	9
<u>2.1.1 Cameroon</u> .....	10
<u>2.1.2 Chad</u> .....	10
<u>2.1.3 The Gambia</u> .....	11
<u>2.1.4 Senegal</u> .....	12
2.2 Expected Output 2: Strategies for improving environmental health and sanitation in fisheries communities formulated.....	12
<u>2.2.1 Cameroon</u> .....	13
<u>2.2.2 Chad</u> .....	13
<u>2.2.3 The Gambia</u> .....	13
<u>2.2.4 Senegal</u> .....	14
2.3 Expected Output 3: Participatory legal and institutional frameworks for post harvest activities developed/strengthened .....	14
<u>2.3.1 Cameroon</u> .....	14
<u>2.3.2 Chad</u> .....	15
<u>2.3.3 The Gambia</u> .....	15
<u>2.3.4 Senegal</u> .....	16
2.4 Expected Output 4: Mechanisms and strategies identified for improved microfinance in favour of the poor in the post harvest sector.....	16
<u>2.4.1 Cameroon</u> .....	17
<u>2.4.2 Chad</u> .....	18
<u>2.4.3 The Gambia</u> .....	18
<u>2.4.4 Senegal</u> .....	18
2.5 Expected Output 5: Mechanisms to improve the effective participation of post- harvest sector stakeholders in sustainable resources management developed and/or strengthened.....	19
<u>2.5.1 Cameroon</u> .....	19
<u>2.5.2 Chad</u> .....	19
<u>2.5.3 The Gambia</u> .....	19
<u>2.5.4 Senegal</u> .....	20
2.6 Regional Activities.....	20
<u>2.6.1 Reflections on and the analysis of the post-harvest sector’s contribution in                 particular the Implementation of the Fisheries PHO process</u> .....	20
<u>2.6.2 Study of the mechanisms of post-harvest losses and the integration of loss                 reduction strategies</u> .....	21
<u>2.6.3 Studies on the contribution of fisheries to the economy</u> .....	22
2.7 Other activities .....	22
3. RECOMMENDATIONS .....	24
3.1 Cameroon .....	24
3.2 Chad.....	24
3.3 The Gambia .....	25
3.4 Senegal .....	25

4. LESSONS LEARNED.....	26
4.1 Policy reform and institutional changes.....	26
4.2 Reducing vulnerability.....	26
4.3 Changes in methods of working.....	26
Annex 1: LIST OF THE PERSONNEL OF THE PROJECT.....	28
Annex 2: WORKSHOPS AND STUDY TRIPS.....	29
Annex 3: LIST OF DOCUMENTS PREPARED DURING THE PROJECT.....	30

## LIST OF ABBREVIATIONS

CBO	Community Based Organization
CBOPHO	Community based post-harvest organizations
CCRF	Code of Conduct for Responsible Fisheries
CFCMC	Community Fisheries Centre Management Committee
DFID	Department for International Development
DOF	Department of Fisheries
ECOWAS	Economic Union of West African States
EHSS	Environmental Health and Sanitation Strategy
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FASE	Fight against Social and Economic Exclusion
FCCMC	Fisheries Centre Management Committees
FishPHOM	Fisheries Post Harvest Overview Manual;
FSD	Fonds Spécial de Développement;
GIC	Groupement d'Initiative Commune;
GIE	Groupements d'Intérêt Economique ;
IEC	Information, Education and Communication;
IFLAM	Informal Fish Loss Assessment Method;
IMM	Integrated Marine Management Ltd;
KMC	Kanifing Municipal Council;
LGA	Local government area;
LT	Load Tracking;
M & E	Monitoring and Evaluation;
MC2	Mutuelle Communautaire de Croissance;
MCS	Monitoring, Control and Surveillance;
MFI	Micro Finance Institution;
MoU	Memorandum of Understanding;
NACCUG	National Association of Co-operative Credit Union of the Gambia;
NCU	National Coordinating Unit;
NEA	National Environmental Agency;
NFPHOP	National Fisheries Post Harvest Operators Platform;
NGO	Non Governmental Organisation;
OD	Organisational Development;
PCU	Programme Coordination Unit;

## Pilot Project 3 – Terminal Report

PHFRP	Post-Harvest Fisheries Research Programme;
PHLAT	Post-harvest Fisheries Livelihoods Analysis Tool;
PHO	Post Harvest Fishery Overview;
PIP	Policies, Institutions and Processes;
PM	Project Manager;
PMT	Project Management Team;
PP3	Post Harvest Fisheries Livelihoods Pilot Project;
PRSP	Poverty Reduction Strategy Paper;
RC	Regional Coordinator;
RFU	Responsible Fish Utilization;
RSU	Regional Support Unit;
SAG	Strategy for Accelerated Growth for Marine Fishery Products;
SC	Stakeholder Committee;
SFLP	Sustainable Fisheries Livelihoods Programme;
SLA	Sustainable Livelihoods Approach;
SPACO	Strategy for Poverty Alleviation Co-ordination Office;
TAC	Technical Advisory Committee;
TCP	Technical Cooperation Project;
TOR	Terms of Reference;
UK	United Kingdom;
UN	United Nations;
VDC	Village Development Committee.

## 1. INTRODUCTION

### 1.1 History of the project

The pilot project for “Improved livelihoods in post harvest fisheries” is the third of SFLP’s three pilot projects, PP3. A planning workshop held in Cotonou in 2002 established the project framework and made recommendations for the design of the project. The design team of the project made field visits to the four participating countries (Cameroon, Chad, Gambia and Senegal) and met with the SFLP Coordination Unit (Rome) and its Regional Support Unit (Cotonou) during the course of 2003. National design teams with the facilitation of the international design team identified national and regional activities consistent with the goal, purpose and outputs agreed to at the Cotonou workshop. A project memorandum, including logical framework, work-plan, calendar and proposed budget, was drafted during the country visits. The Programme Steering Committee approved the project in July 2003 and the Memorandum of Understanding signed between FAO and the respective authorities for fisheries in the countries between May and June 2004 for the project to be implemented in a period of 36 months.

The Regional Coordinator was recruited in July 2004, the country Project Management Teams put in place between August and October 2004 and the project was finally officially launched in November 2004 at Mbour, Senegal. During this period of launching the project training workshops were held on the participatory Monitoring and Evaluation system and methodologies for fish loss assessment.

The country project teams at the launching workshop comprising of PMT and National Coordinators were advised to review the work plans to integrate the issues raised at the workshop related to gender, IEC and the role of the sub-sector in the countries and the need to raise its profile.

The re-worked work plans were submitted to the Regional Coordinator by January 2005. However, after the critical examination of the work plans by the Regional Coordinator and RSU staff, the need was felt for work sessions to be held in the countries between Regional Coordinator, RSU personnel, project country teams and representatives of project beneficiaries to work on the inconsistencies and inadequacies of the proposed activities of the work plans.

Concurrently, during the first quarter of 2005 implementation of the activities that were not affected by the work plan adjustment process were started to avoid loss of time.

The resulting adjusted work plans were implemented accordingly until November-December 2006 when a shift was made which introduced new activities to the work plan. The project activities came to an end in December 2006.

### 1.2 Official provisions (budget, signature, PMT, etc)

The budget of the project was \$500,000 for each of the participating countries and the same amount for the Regional Coordination.

The management team, comprising a project manager, assistant project manager, administrative and finance assistant, driver and watchmen was put in place by the national Coordinator with the assistance of the country FAO Representative as shown below.

Cameroon	Chad	Gambia	Senegal
September 2004	September 2004	August 2004	October 2004

### **1.3 Objectives of the project**

The goal of the Pilot Project is to reduce poverty amongst the fisheries sector's post-harvest stakeholders by developing policies and institutions for improved sustainable livelihoods and food security.

The purpose is to improve relevant policies, institutions and processes by enhancing the capacities of the sector's post harvest stakeholders, developing partnerships and promoting responsible use of resources.

The purpose was to be met by the project's delivery of the five following Outputs:

- i - Capacities of the sector's post-harvest stakeholders improved in organisational development and responsible fish utilisation.
- ii - Strategies formulated for improving environmental health and sanitation in fisheries communities
- iii - Participatory legal and institutional frameworks developed/strengthened for post harvest activities
- iv - Mechanisms and strategies identified for improved microfinance institutions in favour of the poor in the post harvest sector
- v - Mechanisms developed and/or strengthened to improve the effective participation of post-harvest sector stakeholders in sustainable resources management

### **1.4 Approach and Strategy of intervention**

The project design has ascertained that activities have very strong linkages with the Code of conduct for Responsible Fisheries not only in the technical aspects as in the RFU guidelines but also in non technical socio-economic aspects as well. The implications of the activities on responsible fisheries are always considered whereby appropriate measures are taken to ensure that improvements in utilisation of fish products are pursued with the provision that the negative environmental aspects are reduced. Moreover, the activities and outcomes are closely linked to the articles of the CCRF. The activities for the delivery of each Expected Output were also designed taking as much as possible SLA principles into consideration. The initiatives for delivering the Expected Outputs are designed in such a way that a participatory assessment of the problem issue precedes the activities to be supported.

The very first and foremost cross cutting activity undertaken aimed at putting in place the participatory monitoring and evaluation system of the pilot project. The option chosen was for the Monitoring Officer of the RSU to design and manage a programme wide system for the pilot projects in close collaboration with the Pilot Project Regional Coordinators, and this involved the recruitment of country M&E Focal Points and at the pilot project village level, the identification and capacity building of project stakeholders to play a role in the system. Even though a lot of time was spent exploring how to generate baseline data before the start-up of project activities, the newly designed participatory M&E system was launched after the project teams in consultations with representatives of project beneficiaries had agreed on the domains of changes to be used for monitoring progress of changes in the project and the country M&E teams including Monitoring Focal Points & committees put in place. A stakeholder analysis exercise undertaken in all the countries as part of the exercise for launching the M&E system served to identify the project's partners for implementation, monitoring and evaluation.

Since the project focused on poverty reduction, it needed to ensure that the most vulnerable post harvest sector workers benefit from the project. A gender study was conducted in the project intervention areas in each country and the findings were applied in targeting the

project beneficiaries in order to ensure that the most disadvantaged groups of post harvest operators in each country participate fully in the project activities.

The most vulnerable groups identified by the gender study in Senegal were the youth, old folks and fish cleaners, in The Gambia these were fish off loaders and oyster harvesters and in Chad and Cameroon, women and men fish mongers and traders. Virtually all the activities of the pilot project including the assessments and other studies commissioned such as the organisation assessment, post harvest loss assessment were gender mainstreamed. Furthermore, the gender strategy and action plan produced during the gender study process were applied during the course of the project particularly in Cameroon and Senegal to enlighten and mobilise meso level actors and opinion leaders against social exclusion and engage them to be committed to correcting the differences between the different groups in their communities: in issues related to decision-making, access to training/information, credit facilities and positions of responsibility.

The project in each country developed and implemented its information, education and communication (IEC) strategy in accordance with its activities and peculiarities. Considerable time and resources were spent on informing and mobilising post harvest stakeholders around the pilot project as well as informing the general public. Much effort seemed to be needed on the former activities because the beneficiaries had been looking forward to the project tackling problem issues related to their financial and physical capital assets as well as those the project proposed to them related to their social and human capital assets whereas the project had put into prominence the social and human capital assets virtually to the point of excluding the other assets.

Project implementation was pursued in accordance with the work plans of the project in the different countries until November/December 2005 half way through the actual lifetime of the project when a major shift was made by adding on activities aimed at developing the stakeholders' financial and physical capital assets in addition to the social and human assets.



## 2. RESULTS AND CONCLUSIONS

This section of the report outlines for each Expected Output of the project, the set of activities implemented, the outputs produced and outcomes achieved in terms of changes in the behaviour and improved performance of the beneficiaries.

### **2.1 Expected Output 1: Improved capacities of the sector's post-harvest stakeholders in organisational development and for responsible fish utilisation.**

The project undertook institutional capacity building activities to empower post harvest stakeholders for increased participation in decision-making, local development and policy processes and to promote improved equity and social inclusion in their communities. Implementation of the project activities began with a project supported process of participatory assessment of the professional organisations and action planning of the project beneficiaries followed by the implementation of the action plans aimed at developing and strengthening the existing organisations - the village-based fishers' organisations and fostering the creation of new organisations. Capacity building activities were undertaken with executive and ordinary members of the existing and newly formed associations for improving the operations and management of the organisations, empowering post harvest operators, particularly, women to lead the organisations, lobby and play advocacy in matters that affect their trades and livelihoods.

Guided by the constraints and potentialities for improved livelihoods identified during the organizational assessments the post harvest operators were empowered to improve their livelihood outcomes by improving their capacities in functional literacy and business management. Opportunities were also created during the construction of the fish processing sites to enable stakeholders have a training experience in the supervision and monitoring of contracted works related community-owned infrastructure and facilities such as fish processing centre. Improving the performance of fish micro-enterprises by improved business management was promoted as an important means of poverty reduction, while training in the management of community-shared facilities for the sustainable use of the equipment and improved functional literacy to improve access to information.

To strengthen post harvest fishers' capacities to improve fish utilisation, that is, enhance value addition and reduce post harvest losses, the following activities were supported:

- Technical skills and knowledge building activities for improved fish handling, processing and storage
- Capacity building of project stakeholders in the four countries in fish loss assessment and development of an improved understanding of fish losses from field collection of data on fish losses in selected sites of the pilot project target communities
- Provision of fish handling and processing facilities to post harvest operators through the construction of new facilities and the rehabilitation of old and dilapidated ones.
- Facilitation of exchanges between post harvest fisheries operators.
- Provision of opportunities for exchange visits to enable stakeholders share information and search for market outlets.

### 2.1.1 Cameroon

More than a third of the associations having a legal status and are operating properly were coached by the pilot project. The participation of women in the associations was increased to an unprecedented level with over a third of the executive positions being occupied by them. Common Interest Groups (CIG) of fishermen, fish processors, fish collectors and fish freezing successfully formed unions of their trades with the support of the project in partnership with the Centre for Environmental Development (CADPEN). The project supported the setting up of four (4) Village Development Committees (VDC) in the pilot project villages and 1 consultative framework between post harvest fisheries workers and the local authorities.

Training in the area of savings and credit and the rudiments of business management was supported for thirty seven (37) post harvest operators. Functional literacy training was provided with the support of the national Literacy Programme which trained trainers for running the ten (10) centres established by the project and mobilised the participation of three hundred and eighty four (384) post harvest operators, two hundred and forty seven (247) of whom are women and one hundred and thirty seven (137) men.

Improved fish smoking technology of the Chorkor type smoker was introduced in ten (10) fisheries centres and was widely accepted reportedly due to the higher product quality gains, increased value addition, lower processing time, and lower fuel wood consumption of the smoker in comparison with the traditional oven. The project in Tibati collaborated with the Tibati Rural Municipal Council and post harvest stakeholders to provide a covered fish marketing shed equipped with freezers to facilitate the marketing of fish products by stakeholders and access of the product for the population. The project and the Rural Municipal Council also collaborated with post harvest fisheries operators in Liboum II and Wandjock to put up facilities for improved fish utilisation.

Among the outcomes reported were:

- the improved functional literacy skills of the women in the fisheries communities increased their role in the VDC and in supporting the education of the children;
- increases were registered in savings of post harvest workers as well as their incomes from fish processing and marketing activities;
- access of post harvest stakeholders to fish handling, processing and storage facilities was improved;
- fiscal problem issues that post harvest workers faced in the past have gradually been resolved.

### 2.1.2 Chad

Fifty (50) fisher folk associations of which twenty three (23) female, seven (7) male and twenty (20) mixed membership were legally recognized and are being run and managed in accordance with the expected lines. Ten (10) adult literacy centres were set up and six hundred and seventeen (617) fishers composing of three hundred and forty four (344) women and two hundred and seventy three (273) men received functional literacy training.

In partnership with the FAO funded TCP formulated to support the pilot project and executed by the Ministry of Fisheries, training was given to post harvest operator members of the organised associations in best practices for improved fish utilisation in 5 technological demonstration platforms set up by the TCP for training purposes. The training package of the TCP was a well integrated one, which was given to organised groups with linkages with the pilot project and PSAOP and which provided a comprehensive set of activities for training

and popularising the state of the art artisanal fish handling and processing demonstration centres.

In addition to these joint initiatives with the TCP, the pilot project also provided capacity building activities for enhancing micro-enterprise management and improved fish processing skills to sixty (60) women post harvest fisheries operators. The project provided the following fish processing and storage facilities: forty three (43) small-size fish insulated boxes, ten (10) fish smoking ovens, three (3) fish storage rooms and sixty six (66) manual fish conveying devices.

Among the outstanding outcomes reported were:

- an increased participation of women in decision making in the associations and a greater presence of women and the young in the executive of the credit and savings schemes and the surveillance committees;
- the women have been able to reduce their marketing costs by pooling together their products and assigning one person amongst them to the market;
- increased access of post harvest workers to improved fish processing technology resulting in the reduction in the post harvest fisheries operators' use of harmful chemical products in fish, in better quality products, reduced post harvest losses and labour associated with fish processing and ultimately to improved incomes;
- more bargaining power for fish processors and traders because their improved fish utilisation skills enable them to hang on to their products much longer.

### 2.1.3 The Gambia

The project facilitated the organisation of post harvest fisheries operators in the ten (10) communities of the four Local Government Areas (LGA) covered by the project including fish off loaders and oyster harvesters who had been identified as the poorest post harvest operator groups and had never been members of any professional organisation. Associations were successfully formed at community, divisional and national levels, with the Associations at the divisional level being positioned to address meso level issues through the engagement and assistance of partners and the national Fisheries Post Harvest Operators Platform, positioned as an institutional framework for coordinating initiatives in the sub-sector, and for continuing the initiatives of the pilot project, among others.

Enhanced micro-enterprise management skills were provided for 185 post harvest workers, 108 of whom were women. A total of 170 post harvest fisheries workers comprising 79 men and 91 women received functional literacy training.

Post harvest workers were trained in improved fish handling and processing, two (2) new smoke houses and fish drying racks were built and eight (8) smoke houses renovated.

The outcomes noted were:

- improved equity in participation and decision-making was achieved with greater access of women and most vulnerable post harvest workers to the organisations and their participation in decision and policy making processes - the community fisheries centre management committees (CFCMC) now have post harvest operators in them, savings and credit management committees are predominantly composed of women;
- the visibility of the sub-sector was enhanced thanks to the emergence of organised post harvest fisheries institutions generated greater awareness and involvement of development partners in post harvest issues opening up the way for the inclusion of post harvest issues by other development partners in their development plans and the mainstreaming of post harvest fisheries in local development and in PRSP;

- post harvest workers working with the project improved their capacities for managing income generating activities and now separate their business from their personal expenses, have a better control of the revenue earned from post harvest activities, better control of marketing of produce through the newly acquired ability to confirm weights and commit information on their business to paper;
- the awareness amongst post harvest stakeholders of the need to produce quality products was increased
- the quantity of fish products of improved quality increased.

#### 2.1.4 Senegal

The project provided functional literacy training to a total of 458 women post harvest workers and skills training to 67 of whom were women to strengthen their capacity to manage their fish micro-enterprises and alternative income generating activities. It also provided appropriate equipment - two (2) fish processing centres, fish smoking ovens in two (2) sites and a motorised boat for conveying fish products to markets) for improved handling, processing, hygiene and trading of fish products by post harvest operators.

Support was provided for training in the management of community-owned equipment and the setting up of community facilities management committees as well as exchange visits were organised for post harvest operators.

Among the outcomes were:

- the integration of the poor into changes taking place locally in the market, improved fish technology, training opportunities, micro finance, etc;
- an improved access to information for post harvest operators as a result of the new skills acquired in functional literacy. Fish traders are able to directly observe weight readings, read sign boards and other public messages. These skills in reading, writing and calculating acquired by post harvest stakeholders have increased their opportunities. These skills have been vital in enabling these individuals qualify or able to take other training such as that in micro-enterprise management;
- the acquired skills have put those who have received them in an advantageous strategic position for the management of infrastructure and facilities provided by the State;
- an improved capacity of negotiation of post harvest fisheries stakeholders of Soukouta in Senegal in marketing of fish products has increased their gains from their trade;
- the inclusion of post harvest stakeholders in decision-making processes; the existence of community facilities management committee and its responsibility to render account in the presence of stakeholders involves them in the decision-making process;
- an improvement in the quality of fish products.

The Expected Output has been achieved by the project in all four countries.

## **2.2 Expected Output 2: Strategies for improving environmental health and sanitation in fisheries communities formulated**

Participatory diagnostic studies into the environmental health and sanitation in the pilot project communities undertaken in Senegal, The Gambia and Chad with the support of the project and the involvement of all the post harvest stakeholders and others who are likely to be affected or have an interest in these issues enabled the documentation of a shared view

of the problem, the causes and visions of some of the needed remedial and control measures.

### 2.2.1 Cameroon

The activities undertaken by the project in Cameroon for the purposes of this output were limited to bringing together the executives of Village Development Committees, District Health Offices and the traditional authorities to deliberate on the issue.

### 2.2.2 Chad

Over and above the formulation of a strategic framework, the project supported a number of activities for raising the awareness of post harvest workers and the setting up and operation of cleansing committees constituted of post harvest fishers.

Improvements in waste disposal resulting in cleaner environments around the processing sites in complement with the improved product handling practices in the pilot project intervention sites brought about a reduction in post-harvest losses and improvement in the quality of the fish products.

In addition to this, it is significant to note that the process has raised the awareness of post harvest fisheries workers such that in a number of pilot project sites they have been requesting assistance for potable water facilities, being more conscious now than before that the water they use is unclean and unsafe.

### 2.2.3 The Gambia

The planned activities for delivering this output were implemented to completion. Following the diagnostic study, the project went on to provide support and guidance for the necessary consultations and meetings in the formulation of a comprehensive strategy document. Working groups and committees were set up for taking the lead in the formulation process and for popularising the strategy widely in the country to inform and involve all stakeholders in the issue. A working group, among others for mobilising resources to implement the strategy was put in place and set in motion, The National Departments of Fisheries and Public Health Services, two key stakeholder institutions in the environmental sanitation of fish landing sites were informed of the strategy. The implementation of the strategy was kick-started with scheduled and regular beach cleaning exercises conducted by the communities in collaboration with their local government and Public Health Service partners. Logistic support was provided by Municipal Councils in project intervention areas for the monthly beach cleaning exercise.

The full implementation of the strategy in The Gambia shall go a long way to providing a lasting solution to problems of environmental sanitation in the fish landing and processing sites. The involvement of the post harvest operators, local and central government authorities provides good opportunities for the sustainable management and care of the immediate surroundings of post harvest fisheries activities providing favourable conditions for good house-keeping in the processing sites and hence for the production of safe and high quality fish products.

The heightened awareness and mobilisation that the process generated in the communities improved waste disposal and product handling practices in the pilot project intervention sites and helped reduce post-harvest losses. The cleaner environments around the processing sites have contributed to the observed improvements noted in the abilities of post harvest fishers to produce quality fish products.

#### 2.2.4 Senegal

The entire process has not been pursued to the logical end of formulating a veritable strategy, with a detailed strategy document including its various components. A strategic framework was developed based on the participatory diagnostic study, broad-based reflections and consultations which attracted the keen interests of meso and macro level stakeholders.

In conclusion, the Expected Output has been delivered by the project in the Gambia and partly delivered in Chad and Senegal.

### **2.3 Expected Output 3: Participatory legal and institutional frameworks for post harvest activities developed/strengthened**

The raison d'être for the pursuit of this output is based on the fact that legislations, policies and institutions have an influence on people's choice and livelihoods. Some of the problem issues that the output was meant to address as identified by fisheries communities during the project planning process were:

- unfavourable microfinance environment for post harvest fisheries
- disadvantaged position occupied by women in the sub-sector
- constraints to accessing commodity supplies and market information
- constraints to land access and the security of post harvest operation sites
- tariff and non tariff trade barriers.

Other Expected Outputs of the project, notably Output 1 and 4 are also meant to address a number of these problem issues indicating that the project design has provided for multiple actions to tackle one problem issue.

The idea behind the planned activities was to analyse all the PIPs having an unfavourable effect on post harvest activities in order to identify the opportunities for leverages, test appropriate interventions and distil lessons from them. The legal and institutional environment related to the problem factors that limit post harvest stakeholders' access to fish supplies, market information, land and other resources, the opportunities created by the ongoing decentralisation processes and such impediments as informal or exorbitant taxation faced by operators was to be studied and analysed.

In each country, two complimentary approaches were simultaneously used. 1. The project management teams, using the current information available on the sub-sector and or commissioning sub-sector/commodity chain/value chain/PIPs analysis identified the levers necessary to influence the frameworks relevant to the specific problems issues affecting small scale post harvest sub-sector and subsequently operated on them. The project in Cameroon and Chad commissioned a value / commodity chain study respectively for collecting the relevant information whereas in The Gambia and Senegal, the project exploited existing information available to them. 2. A regionally coordinated process of producing and disseminating country specific documents (Fisheries Post Harvest Overviews) on the small scale post harvest fisheries sub-sector was implemented. This is discussed under section on Regional Activities below.

#### 2.3.1 Cameroon

The project management team (PMT) from analysis of various information sources including SFLP funded study conducted in the project zone for developing a methodology for value

chain analysis in the artisanal fisheries sub-sector (See Section on Other Activities) undertook the following initiatives:

- the setting up, legalisation and functioning of four (4) village development committees (VDCs) in the pilot project villages;
- the engagement of local authorities in project affairs and establishment of linkages between the local authorities and post harvest fisheries workers;
- the establishment of a partnership between Tibati Municipal Council and post harvest fisheries workers (VDC) for the setting up, operation and co-management of fish marketing facility.

Project support to set up VDCs in pilot project villages facilitated the inclusion of post harvest fisheries operators into these decentralised local development institutions and led to post harvest issues being integrated into the local and municipal development plans.

Working with local authorities has brought about a marked reduction in the difficulties faced by post harvest operators in matters related to taxation of fish products and the development of closer ties between post harvest operators and local authority agents.

### 2.3.2 Chad

The project commissioned a study within the project zone in 2005 using the methodology developed in Cameroon for value chain analysis which culminated into the identification of opportunities for improving the frameworks whereupon the project staff engaged local and central government authorities on the thorny issues related to informal taxation, insufficient access to fisheries resources, irresponsible fisheries practices, etc.

These led to: the granting of concessions for access to fishing in the village of Danouna with stiff penalties promised for non-conformists; official decision taken for allocating several pieces of land for multiple usages (fish market, savings, fish processing and credit premises) to post harvest workers; official ban made on irresponsible fishing techniques and the replacement of the Fisheries Department's staff in certain areas by better qualified staff.

### 2.3.3 The Gambia

Like in Cameroon, no formal analysis was carried out of the legal and institutional framework. However, the approach adopted was based on:

- strengthening the organisations and facilitating their linkages with central and local government and development institutions and advocacy for the sub-sector;
- developing strategic partnerships by choosing and involving carefully targeted partners and key institutions in the activities of the pilot project (Stakeholder Analysis in Chapter on Approach and Strategy adopted);
- supporting the formulation of Byelaws on environmental health and sanitation by post harvest operators and their recognition by Area and Municipal councils;
- engagement of PMT with government institutions on issues affecting post harvest operators; participation of PP3 staff in the drafting of Fisheries Policy.

The foregoing outcomes were noted, which on the whole have led to improved access and participation in policy and decision-making for post harvest fisheries workers:

- a greater visibility of post harvest issues has led to their inclusion in local development plans and programmes of development agencies, the inclusion of representatives of PHOs into the National Fisheries Advisory Committee ensuring that the Committee addresses post harvest issues, increased involvement of post harvest operators in Village Development Committees (VDCs) and their greater participation in the Fisheries Centre Management Committees (CMCs);
- small-scale fisheries post harvest issues have been taken into account in the proposed 2006 Gambia Fisheries Bill and Fisheries Policy;
- the newly set-up National Platform for post harvest operators is positioned as an institution for advancing the cause of post harvest fisheries in the country.

#### 2.3.4 Senegal

A formal PIPs study was commissioned whereupon the opportunities for improving the frameworks were identified and translated into strategic areas. This took place on the eve of project closure; hence, no specific interventions could be tested before the end of the project.

However, the support of the project to the Department of Maritime Fisheries in pilot testing the Conseil Local des Pêches (CLP) in collaboration with post harvest fisheries stakeholders is worthy of note in the drive for strengthening the institutional framework for the participation of fisheries stakeholders (including post harvest fisheries operators) in fisheries resource management.

In conclusion, the Expected Output has been achieved to varying degrees with the greatest effects reported in The Gambia and to a lesser extent in Chad.

#### **2.4 Expected Output 4: Mechanisms and strategies identified for improved microfinance in favour of the poor in the post harvest sector**

The delivery of the output was meant to provide a solution to the problem of inadequate access to credit facilities by post harvest operators by developing microfinance model favourable to the poor in the post harvest fisheries sub-sector. In close collaboration with micro finance service providers in each country the project was to design and pilot test credit and savings models designed on the basis of an analysis of the micro finance environment and the experiences in micro-finance in the country taking into account the gender studies and other available relevant information.

By establishing pro-poor and gender sensitive micro-finance services in the post harvest sub-sector, it is expected that this should reduce one of the most important factors causing vulnerability in the fisheries communities. The pilot credit and savings activities were to provide opportunities for lessons to be learned how to provide microfinance to promote the economic empowerment of poor target post harvest fisheries operators for improving and sustaining their livelihoods. Appropriate lessons distilled from the experiences were to be compiled, analysed and presented to the competent authorities in micro-finance, local development and fisheries as well as development funding agencies in the respective country. The lessons were to be shared at regional level.

The start-up of the activities planned for this output was delayed due to uncertainties in the availability of the necessary credit capital funds for the eventual tests. It had been assumed that the microfinance institutions in the countries that would collaborate with the project in designing and pilot testing the schemes would be pre-disposed to provide these funds. The work plans had not budgeted for this.

Credit and savings schemes were launched late in 2005 after the SFLP's stock-taking workshop of its 6 years of implementation in November 2005. On the advice of the



Programme Coordinator to take into consideration the lessons learned of SFLP's achievements at this workshop in reviewing the pilot project work plans, National Coordinators and Project Managers of the pilot projects redefined the activities and drew up a modified work plan for the period January-December 2006. It was against this background that the project in Chad, The Gambia and Senegal immediately set in motion credit and savings schemes by providing financial assistance in the form of a capital grant delivered to the post harvest fisheries' organisations that in turn provided credit to individuals on a low interest rate.

The significant features of these schemes were:

- the provision of a capital grant directly to the fisheries organisation, shared and revolving amongst project target groups with technical assistance of a local micro finance institution;
- priority given to women post harvest fisheries operators and marginalised groups identified from the gender studies;
- the beneficiaries were sensitised to savings and savings culture inculcated in them;
- guarantee or collateral of individual was derived from the social capital provided by being member of an association;
- disbursement and collection of payment from groups, the administration and management was done by local micro finance institution;
- the money loaned to individuals served to boost their working capital;
- loan reimbursement rates high been high.

However, the pilot schemes were set up and ran for a relatively short time (6-8 months) in the three countries mentioned above for the appropriate lessons to be derived from them. Even though the initiatives in these countries have been widely acclaimed by beneficiaries who have reported positive impacts on their livelihoods, they have not been systematically evaluated for the expected lessons vis-à-vis the intended objective to be distilled from them. Notwithstanding this, the pilot schemes tested in Senegal and The Gambia offer good possibilities for relevant lessons to be learned in ways of targeting the most vulnerable groups for promoting their economic empowerment and improving their livelihoods.

#### 2.4.1 Cameroon

The approach of the project was to bring together the only micro finance institution in the pilot project zone (District of Djérem) with the post harvest fisheries stakeholders of the zone expecting as end result that the latter will be accorded credit facilities. The project thus facilitated exchanges that helped to dispel the perception of high risk associated with the sector and deliberations and reflections by the PMT and the micro finance institution, MC<sup>2</sup> on a microfinance system that takes the specificity of the sub-sector into consideration.

The «Caisse Rurale de Développement» the instrument chosen as appropriate for the proposed system was tested with two communities working with the project – Liboum II and Wandjock.

No conclusive results were reported on the test. However, the work done by the project in linking post harvest operators with MC<sup>2</sup> of Ngaoundal and the programme PARFAR has heralded the beginning of changes for improved access to credit by post harvest fisheries operators: - 33 Common Interest Groups (CIG) of post harvest fisheries operators now have saving accounts with MC<sup>2</sup> of Ngaoundal; - 22 women members of the Association NARRAL of Alhamissa received 1,000,000 FCFA (approximately 2,000 USD) for investment in maize cultivation; - (CIG) of fishermen of Liboum received 605,000 FCFA; - the association of

Femmes Choiesies of Mbakaou received from PARFAR a credit of 1,700,000 F CFA for fish mongering activities.

#### 2.4.2 Chad

The approach adopted was to collaborate with the NGO Apibase of Chad to set up five (5) credit and savings systems along the same lines as the experience with the fisheries communities of Eré in Chad.

In collaboration with the post harvest fisheries operators and local government authorities, the project supported the construction of five savings and micro credit office facilities and contributed a sum of 19,000,000 F CFA to the capital of the micro credit scheme. Technical assistance for setting up the credit and savings system and training of the management committees of the scheme were provided by Apibase. The number of direct beneficiaries of the system as at the end of the project was 7,364 with the majority being women and the youth. Furthermore, the management committee of the savings fund is predominantly composed of women and the youth.

#### 2.4.3 The Gambia

Drawing from past experiences of credit and savings in the artisanal fisheries sector in The Gambia, in particular the SFLP funded credit and savings community project in Tanji the project designed and launched a pilot gender sensitive scheme in collaboration with National Association of Cooperative Credit Union of The Gambia (NACCUG) with the administration, disbursement and management of the credit funds entrusted to the latter. The scheme targeted women post harvest fisheries operators and specific marginalised groups in the sub-sector. The targeting task was facilitated by the information from the gender studies and the results from applying the Post Harvest Livelihoods Analysis Tool (PHLAT) in Gunjur, one of the pilot project villages in The Gambia. Credit funds were disbursed after beneficiaries received business management training.

One million four hundred Gambian dalasis (D1,400,000), approximately 50,000 USD, was provided as a grant and an interest rate of 10 per cent per annum was applied by NACCUG on the credit disbursed, based on earlier national experiences as well as for ensuring that the value of the sum is maintained. A total of 555 post harvest fishers comprising 443 women and 112 men from the ten fisheries communities covered by the project benefited from the scheme.

#### 2.4.4 Senegal

Following a set of criteria to ensure a good spread within the project zone and an integrated approach in regard to the delivery services and products within the project, four sites were chosen for the pilot scheme. Working with Union Nationale des Femmes Coopératrices du Sénégal (UNFCS) to administer and manage the credit funds, the project provided a total of 12,500,000 F CFA (approximately, 25,600 USD) with 10,314,000 F CFA destined to the Economic Interest Groups (EIGs) and 2,186,000 F CFA destined to marginalised and poor agents referred to in this report as “Special Agent” group. The EIGs generally comprise organised groups of women fish processors and the women fishmongers while the “Special Agent” group is made up of individual boat haulers, shell fish hullers, fish carriers, push cart operators, old and young men and women who have no or belong to no tradesmen organisation.

The EIGs contract credit and share between the members. Members put together funds for EIG to repay credit while at the same time having a savings funds. The policy of the micro

credit scheme requiring that beneficiaries belong to an organised group, the project working with the EIGs and the Union Nationale des Femmes Coopératrices du Sénégal (UNFCS) devised an ingenious and innovative mechanism to enable the “Special Agents” group access the credit. The mechanism involves an EIG providing a guarantee for credit to the “Special Agents” but also acting as “God-father”, coaching the group to be organised and eventually obtaining legal recognition.

## **2.5 Expected Output 5: Mechanisms to improve the effective participation of post-harvest sector stakeholders in sustainable resources management developed and/or strengthened**

### 2.5.1 Cameroon

The approach adopted was the commissioning of a study on the existing indigenous knowledge on fish resource management in the Reservoir, the setting up of a think-tank for recommendations on how to ensure the participation of post harvest stakeholders in resource management and sharing the latter with the target post harvest fisheries operators, traditional and government authorities at workshops for validation purposes and also to enlist their commitment to them.

Local committees for the surveillance of fishing practice and the sizes of the fish put on sale were voluntarily set up by the fishing communities. Divisional decrees were signed and passed for the demarcation of fishing zones, the institution of a closed fishing season and the establishment and operation of local fisheries committees.

### 2.5.2 Chad

In addition to the continuous and ongoing awareness raising activities PMT undertakes with the post harvest fisheries stakeholders on responsible resource use and management, among other themes, the approach was to sensitise the District Officers of the Districts in which the project sites are located on the problems related to sustainable natural resource management and the need for the creation of a Surveillance Committee.

The Byelaws formulated for the creation of surveillance committees and the surveillance agreements were consequently updated; three (3) water body surveillance committees of which post harvest fisheries operators are members were set up (committees not only have a surveillance role but are also consultation body for the fishing communities, technical public service personnel, traditional and administrative authorities); sanctioning of public officers contravening the responsible resource management policy.

### 2.5.3 The Gambia

Information/training sessions focussed on responsible natural resources management fisheries were attended by members of pilot project target communities including (155) post harvest fisheries stakeholders and members of Fisheries Centre Management Committees.

Sessions were facilitated for post harvest fisheries stakeholders to reflect and brain storm on issues of managing the country’s fisheries resources and their expected participation and the resulting outcome submitted for consideration to the Department of Fisheries.

#### 2.5.4 Senegal

The project approach to this output was to support the Department of Fisheries test its ideas on setting up the CLP (Conseil local des Pêches). The CLP is a mechanism of the Senegalese State to involve all fisheries stakeholders in the management of the natural resources. It supported the establishment and functioning of the Local Fisheries Councils in Foundiougne and made sure that post harvest fisheries stakeholders participate in the Councils.

Women post harvest fisheries operators - members of the CLP in Foundiougne were able to obtain on demand equal gender representation in the executive of the CLP giving post harvest fisheries stakeholders an important role the CLP and by extension in the management of fisheries resources.

Limited progress was achieved in relation to this Expected Output by all the countries. There may be some prospect in Senegal where a preponderant role may be played by women post harvest operators in the fully implemented CLP.

## **2.6 Regional Activities**

### 2.6.1 Reflections on and the analysis of the post-harvest sector's contribution in particular the Implementation of the Fisheries PHO process

As mentioned in Section 2.3 above, a regionally coordinated process of producing and disseminating country specific Fisheries Post Harvest Overview (PHO) documents on the small scale post harvest fisheries sub-sector was implemented. The importance given to the post harvest sector particularly in the countries' development strategies and programmes does not match the major role it plays in the economy, poverty reduction and food security. It is given low priority when it comes to allocation of budgets and development resources and policy decisions. The reasons for the underestimation of the sub-sector are many. One major reason is that little is known about it or that the existing knowledge is scattered about and sometimes undocumented.

The Post Harvest Overview (PHO), an analytical framework developed for informing policy makers about the sector and for planning purposes was used by the project to facilitate the process of making available to policy makers in the PP3 countries relevant information and planning resources.

This process started in 2004 with training organised in collaboration with DFID PHFRP for pilot project teams from the four countries in the use of the Post Harvest Fisheries Overview Tool (Campbell & Ward 2004). With the backstopping of the pilot project Regional Coordination, a work programme for producing and disseminating the Fisheries Post Harvest Overviews for the countries was implemented between 2005 and 2006. At the end of the process in December 2006, an information bulletin to disseminate the process and its impact beyond the four countries was produced and distributed.

The PHO process has contributed to changes that have taken place in the four countries with more pronounced effects felt in some policy instruments in The Gambia, Senegal and Cameroon. In the Gambia, the activities of the project to raise the profile of the sub-sector, key amongst which was the PHO process, have increased the recognition of its contribution to national development and made it possible for post harvest issues to be better featured in the current National Poverty Reduction Strategy, Gambia Fisheries Act 1991 and Regulations 1995, Fisheries Bill 2005 and the Fisheries Policy of The Gambia. In Senegal, the PHO was used in the production of the Strategy for Accelerated Growth for Marine Fishery Products (SAG) which underpins the marine fisheries component of the PRSP I. In Cameroon the PHO has been useful in informing the recommendations of the National Biodiversity Strategy and Action Plan.

The PHOs have been much appreciated by many as documents with much needed and relevant information on the sub-sector. The main lesson learned from the process relates to the need for planning well the dissemination activities in a more robust way to ensure the targeted audiences are reached. The involvement in the project activities, including the PHO process of public sector agents as strategic partners having a duty role in the policy and decision-making process has facilitated the use and adoption of the PHOs.

### 2.6.2 Study of the mechanisms of post-harvest losses and the integration of loss reduction strategies

There has been a long standing preoccupation of fish losses taking place in the artisanal fisheries sector of many countries in the region, often accompanied by ignorance of their exact magnitude, their causes and other circumstantial factors.

Over the years, endless efforts have been deployed at mitigating these losses through interventions which have for the most part been technical in nature. In recent times, it has become more and more evident that more effective interventions can be planned and implemented for post harvest loss reduction if improved information and specific details can be generated on losses beforehand. It has thus been widely acknowledged that there is a great need for better information on fish losses generated in a systematic that can inform all parties interested in seeing to it that losses are minimised from policy makers and development practitioners to fish workers.

The pilot project set out to conduct pilot exercises using the loss assessment approach to identify fish loss reduction strategies in the pilot project intervention areas. A programme of work was drawn up which included capacity building in fish loss assessment, improving the information available on fish losses and identifying and testing appropriate loss reduction interventions in the pilot project sites.

The following activities were undertaken in relation to the programme of work:

- in collaboration with the FAO Regional Office for Africa in Accra the manual on fish loss assessment (Ward and Jeffries 2000) was translated from English to French in September 2004 to make it accessible to French speaking participants of the project and the other countries of the region.
- with the support of the FAO's FIUU Rome, 8 project resource persons (2 from each of the 4 pilot project countries) were trained in the Informal Fish Loss Assessment method (qualitative) in November 2004.
- training of 12 persons in the Load Tracking Loss Assessment method (quantitative) in July and November 2005.
- field application of the two methods in the pilot project zones and review of work through 2005/6.

The field work was designed to focus on the losses incurred by poor post harvest stakeholders in the pilot project zone to:

- generate qualitative understanding on these losses
- identify the most significant losses amongst them
- quantify these identified losses
- measure the effectiveness of loss mitigation measures.

However, due to constraints of time, caused by the project coming to an end before loss reduction interventions could be tested, the process could not go to its logical end through all its paces, this is, developing loss reduction intervention strategies.

The process not only built capacity in loss assessment but also generated an understanding on losses and raised the awareness of the causes and effects of fish in micro, meso and macro level agents who were respondents and participants in the field studies. The work in the countries has generated a good understanding of the most significant losses affecting the poor post harvest stakeholders in the pilot project areas as well as some quantitative data both necessary for planning an intervention phase.

On a general level, the work has contributed to developing a generic fieldwork process for the application of IFLAM. The results in each country are useful in informing future loss assessment in these countries while the whole loss assessment exercise should inform the revision of the loss assessment manual. Even though the work provides a useful insight into key losses in the pilot project areas, its dissemination to policy and decision makers for it to be used for inform policy will be ineffective without the experience of an intervention phase to complete the understanding and provide evidence of problem identification and solution testing in the field.

### 2.6.3 Studies on the contribution of fisheries to the economy

Through the studies, more realistic information was generated on the contribution of fisheries to the economies of the project countries. An improved method for computing national indicators such as GDP was adopted and linkages established for the collaboration of key institutions in computing the indicators. The results obtained for the indicators demonstrated in general that fisheries play a bigger role than they have been assumed to play in the economies generating renewed interest in the sector and a concomitant uplifting of its status in the PRSP.

## **2.7 Other activities**

**Value chain analysis:** A research programme initiated by the PCU for developing a methodology for analysing commodity chain in artisanal fisheries was launched in Cameroon in December 2005. It had been envisaged that the methodology may find use in the activities that will need to be carried out to produce Output 3 of the pilot project. The tests were undertaken in the marketing chain of Mbakaou Reservoir fisheries in Central Cameroon with the support of Regional Coordinator, RSU and the pilot project staff in Cameroon. The methodology was applied by the pilot project in Chad to identify intervention areas for improving the legal and institutional frameworks for post harvest fisheries.

**Collaboration with DFID:** The pilot project collaborated with DFID's PHFRP, in addition to the work on the PHO, on a programme that involved the training of project resource persons in Post Harvest Livelihoods Analysis Tool (PHLAT) and field testing the tool. Due to linguistic constraints related to the training, two participants provided by the Gambia pilot project were trained and subsequently enabled to conduct field studies in Gunjur, one of the pilot project villages in The Gambia. It had been envisaged that the tool would be useful to the pilot project. The information gathered from the field studies in Gunjur were used in the pilot micro- finance scheme the project tested in The Gambia.

**Collaboration with FAO:** The pilot project had limited collaboration with FAO. It collaborated with FAO Regional Office for Africa (RAFI) in Accra and FAO-FIUU in the loss assessment work of the pilot project and FAO-FIUU's post harvest assessment programme. The Senior Fisheries Officer at RAFI provided support to the pilot project in translating the fish loss assessment manual into French, FIUU's Fishery Industry Officer supported the project in the qualitative loss assessment training it organised for the pilot project countries and the pilot project's Regional coordinator provided support to the regional training workshop FAO-FIUU organised in qualitative loss assessment.

**Regional consultation workshops:** The pilot project organised three regional consultation workshops during the course of the project life time. These workshops enabled participants (project direct beneficiaries, PMTs, Monitoring Focal Points, project partners, NCU and RSU members) take stock and reflect on the pilot project and its activities and exchange experiences on their implementation of the project.

### **3. RECOMMENDATIONS**

Due to the fact that the pilot project has had less than 36 months of implementation time (around 24), some activities have naturally not been completed. On a general note, it is recommended that the processes which have been started for the purpose of producing a given Expected Output be completed. These include the initiatives and actions required for strengthening the effective participation of post harvest stakeholders in sustainable resource management (Output 5), distilling the lessons learnt from the pilot micro finance schemes and the testing of post harvest loss reduction interventions for identification of the loss intervention strategies to be developed and disseminated to policy and decision makers.

In a project such as this one where the activities to be undertaken are determined by preliminary participatory assessments, it is necessary for the studies to be programmed and executed as early as possible.

The pilot project did not benefit from the strategic guidance and support that both NCUs and Stakeholder Committees (SC) were expected to give. NCU members were for the most part not informed of the activities of the pilot project through the prescribed reporting channels and the SCs had not been set up in the countries. The project would have achieved much more than it did had it had the guidance and lobbying support that was expected of NCUs and SCs.

There was virtually no collaboration with the regional institutions. A set of objectives and programme for collaborating with pre-identified regional institutions would have facilitated the execution of the tasks the Regional Coordinator was expected to undertake in this direction.

On a country specific basis, the following recommendations have been made.

#### **3.1 Cameroon**

Based on the holistic approach of SLA, the room for manoeuvre should be widened to make it possible to provide support for reinforcing all the capital assets (human, social, natural, physical and financial) based on the needs identified by the beneficiary communities.

There is a need for reinforcing the capacities of the development partners in SLA/CCRF in order to better orient their intervention areas in the fisheries.

For the rational management of the Mbakaou reservoir fisheries, the promotion of diversified income generating activities in the fisheries communities should be a priority.

#### **3.2 Chad**

The sustainability of the achievements at the local level would require the further reinforcement of the capacities of project resource persons (M&E Focal Points, local functional literacy trainers, executive heads etc.)

The requests by post harvest fisheries communities for social infrastructure: sanitary, potable water and school facilities should be supported;

There continues to be a great need to train and inform post harvest stakeholders on their activities. The creation of community radio stations in the fishing communities is recommended for this purpose.

The implementation of the CCRF calls for the continuation of capacity building of stakeholders in the form of training in good fish utilisation practices and facilitating access providing improved equipment and facilities such as those being promoted in the



demonstration platforms of the TCP. There is also a need for the provision of improved facilities for transportation of the fisheries products since the landing sites are far from the markets

### **3.3 The Gambia**

The newly created National Platform should be supported, particularly to enable it implement its three year strategic plan.

The partnership approach used by the pilot project based on SLA should be promoted for bringing together the fisheries administration, and other government departments, existing projects and NGOs (MFIs) to address poverty in fisheries communities.

It is recommended that lessons be distilled from the pilot gender sensitive pro-poor savings and credit and the lessons learnt from the scheme be disseminated to competent national authorities for micro-finance, and promotional activities be undertaken for replication in the other fisheries communities in the country.

### **3.4 Senegal**

The project has commissioned two important studies with recommendations and action plans that it has not been able to implement due to shortage of time. These relate to the multiple actions necessary for influencing the legal and institutional framework in favour of post harvest fisheries activities and for putting together partners for implementing the strategy for improved environmental health and sanitation in fisheries communities. To cite a few of areas:

- transfer of fisheries resources to local government authorities and rural communities
- integration of post harvest fisheries into the fisheries code (which is currently being revised).

The achievements of the project should be consolidated through the provision of backstopping and monitoring, in particular for the micro credit model developed and the system for the sustainable management of the equipment provided by the project. Potential partners have been identified in the communities but FAO, Fisheries Department or PRSP support is needed to consolidate the achievements. Pro-poor microfinance should be promoted based on the pilot project experience

The post harvest sub-sector is mainly made up women, frequently discriminated against when it comes to position of responsibility or having decision-making power in the fisheries co-management structures recommended by the CLPA. Women should always be present in positions of authority in the council because they play a very important role fisheries management. The introduction of gender equity in these positions of authority such as was suggested and obtained in the pilot scheme is an example to be followed and spread. The gender aspect in the activities undertaken by the pilot project should continue be monitored.

## **4. LESSONS LEARNED**

The lessons learned in the pilot project from the point of view of the successes and the failure in achieving what the pilot project set out to achieve and their reasons are discussed in this section. They are presented in accordance with the following outcome framework:

- i - Policy reform and institutional changes
- ii - Reducing vulnerability
- iii - Changes in methods of working

### **4.1 Policy reform and institutional changes**

The project has worked to create a favourable environment for post harvest fisheries improving their skills and capacities, participation in decision-making and management processes, access to services and technology and improving policies and institutions. These initiatives and experiences exemplify amply how the CCRF can be implemented and promoted with an accompanying objective of poverty alleviation.

Experience has shown that in order to inform policies and influence policy reforms and decisions that increase resource availability to the fisheries sector, a well planned and executed process is required. First, the sector's profile needs to be raised to highlight its importance and potentials, and complementary advocacy made for the relevant improvements and changes and finally the targeting and lobbying of key persons (policy makers and development partners) for them to take the desired favourable decisions for improving the sector. Whether its is done through the Fisheries Post Harvest Overview process or other means, the bottom line is making available information which hitherto was unknown to key persons who can take decisions that affect the sector and advocating for targeted changes to improve the sector.

### **4.2 Reducing vulnerability**

The following lessons were learned from the microfinance pilot scheme:

- identification and targeting are necessary to ensure that the poor, marginalised and credit needy post harvest workers are not excluded;
- capacity building is necessary for beneficiaries to develop a culture of savings and know rudiments of business management in order to invest sensibly the credit taken;
- promoting close linkages between micro finance institutions and the post harvest fisheries sub-sector leads to improved access to funds by post harvest actors.

### **4.3 Changes in methods of working**

The Organisational Assessment exercises to inform the project in what areas post harvest operators needed support were well conducted. However, the fact that there was no budget allocated for the project to support the activities of the Organisational Development (OD) plans jeopardized the project's effort to strengthen the capacities of the stakeholders. In most instances, it was only those activities that had been anticipated in the project work plan such as training in functional literacy etc that could be easily financed. Project design should have

been flexible in the budgetary allocation for the OD Output to enable project judiciously provide necessary support.

Gender studies were most useful for all the uses that they have been put to in the project; women and marginalised groups were involved in the project activities and were included in local development. The mere fact of integrating gender concerns and increasing the role of the marginalized groups in the decision-making processes reinforced social cohesion in the fisheries communities. The system of patrons or ‘God fathers’ for marginalised groups “Special Agents” developed in the micro finance scheme of the pilot project in Senegal draws upon the social capital assets of communities to promote social inclusion. However, the fact that gender analysis was conducted when the implementation of the project had already started and not before resulted in a few problems. The stage at which the gender action plans were available made it difficult to take them on board in the work plan. Had the process of gender analysis and gender action planning been conducted before the start of the project it would have ensured that gender is better mainstreamed in the project. The activities and indicators of the results would have been better defined.

In a project with a staff configuration as PP, where project staff presence is very thin on the ground it may be necessary to engage partners who will take part in the project implementation. A series of well planned and systematic actions are needed to mobilise partners. To start with, it is necessary to identify and target them well. The Stakeholder Analysis approach is very effective for this purpose. For partnerships to work well the lesson learnt is that the partnership needs to be formalised by MoUs and if necessary at different levels (operational and strategic levels) - a MoU with partner agency field officers supporting day programme implementation; a MoU with partner agency meso level staff as divisional focal points to coordinate project activities at divisional level and integrate these into mainstream divisional programmes; the signing of MoUs with strategic partners at macro level (heads of departments, Directors of National Programmes) and at meso level (Councils and relevant divisional heads of agencies) with spelt undertakings for each and all.

The Monitoring and Evaluation system would have served the project better if it had been conceived and put in place before the start of the project activities. Definition of the baseline at household and community levels and the poverty or livelihood indicators at individual post harvest operator level was a daunting task but it is task which is inevitable in a project aiming to reduce poverty and hence it should be grappled with before the activities start. A preliminary start-up phase would be good to have in order to settle these issues.

## **Annex 1: LIST OF THE PERSONNEL OF THE PROJECT**

### **CAMEROON**

Mr. Gabriel TOUMBA	Manager
Mr. Nathanael EDIMA	Assistant Manager
Mr. Makaon GAUTHIER	Administrative and Finance Assistant
Mr. Essi Lea VALERY	Organisation Development Technician
Mr. Chaibou OUSMAN	Driver
Mr. Ndanga DOCTA	Canoe operator

### **CHAD**

Mr. Adamou MAHAMAT	Manager
Mr. Mbairo LE NAIMIAN	Assistant Manager
Mr. Oumar ATTIE SEID	Administrative and Finance Assistant
Mr. Mahadi IDRIS	Driver

### **THE GAMBIA**

Mrs. Sirra NJAI	Manager
Mr. Samboujang DAMPHA	Assistant Manager
Mrs. Anta JATTA	Administrative and Finance Assistant
Mr. Massey SISAY	Driver

### **SENEGAL**

Mr. Mamadou SAMB	Manager
Mr. Ibrahima SECK	Assistant Manager
Mrs. NDONG	Administrative and Finance Assistant
Mr. Doudou Gaye	Driver

## **Annex 2: WORKSHOPS AND STUDY TRIPS**

1. Official launching workshop of the pilot project « Improved livelihoods in post harvest artisanal fisheries in Cameroon, Chad, The Gambia and Senegal». 16-18 November, 2004 - Saly-Mbour, Senegal.
2. Training workshop on Participatory Monitoring and Evaluation. 18-19 November, 2004 Saly-Mbour, Senegal.
3. Training workshop on Qualitative Fish Loss Assessment method. 22-26 November, 2004 Dakar, Senegal.
4. Training workshop on the preparation of Fisheries Post Harvest Overview. 13 - 17 June 2005, Douala, Cameroon.
5. Training workshop on Quantitative Fish Loss Assessment method. 9 – 23 September, 2005 Gunjur, The Gambia.
6. Review workshop on Fisheries Post-Harvest Overviews for The Gambia and Senegal. 19 – 23 September 2005, Gunjur, The Gambia.
7. Training workshop on Quantitative Fish Loss Assessment. 28 November-03 December 2005 Limbe, Cameroon.
8. Review workshop on Fisheries Post-Harvest Overviews. 28 November-03 December 2005 Limbé, Cameroon.
9. Regional consultation workshop on the post harvest fisheries livelihoods pilot project. 29 May-01 June 2006, Banjul, The Gambia.
10. M&E Focal Points meeting. 28 – 30 August 2006, Cotonou, Benin.
11. Regional consultation workshop on the post harvest fisheries livelihoods pilot project. 06 – 08 December, 2006 Cotonou, Benin.

### **Annex 3: LIST OF DOCUMENTS PREPARED DURING THE PROJECT**

Organisational Assessment of pilot project target groups – Cameroon, Chad, The Gambia and Senegal.

Gender Analysis of pilot project target groups - Cameroon, Chad, The Gambia and Senegal.

Environmental Health and Sanitation Analysis of fish landing sites – The Gambia and Chad

Testing methodology for value chain analysis in the artisanal fish marketing chain in Mbakaou Reservoir fisheries

Application of methodology for value chain analysis in the artisanal fish marketing chain of the pilot project zone in Chad

Qualitative fish loss assessment in pilot project sites - Cameroon, Chad, The Gambia and Senegal.

Quantitative fish loss assessment in pilot project sites - Cameroon, Chad, The Gambia and Senegal.

Fisheries Post Harvest Overview - Cameroon, Chad, The Gambia and Senegal.

Fisheries Post Harvest Overview Information Bulletin

Fisheries Post Harvest Livelihoods Analysis in Gunjur, The Gambia

Workshop reports

The contribution of the pilot project to the Code of Conduct and Responsible Fisheries

Country Monthly briefs, Quarterly and Annual Activity Reports – Cameroon, Chad, The Gambia and Senegal

M&E Focal Point monthly reports

Regional Coordinator's quarterly and annual reports

Pilot Project “Improved Livelihoods in Post harvest Fisheries”. Terminal Report The Gambia“

Projet pilote «Moyens d'existence améliorés dans le secteur post capture de la pêche artisanale». Rapport terminal Cameroun

Projet pilote «Moyens d'existence améliorés dans le secteur post capture de la pêche artisanale». Rapport terminal Tchad

Projet pilote «Moyens d'existence améliorés dans le secteur post capture de la pêche artisanale». Rapport terminal Sénégal.