Executive summary

Final Evaluation of the Fisheries Sector Support Project (PAFHa) in Mali

Navision Code : MLI150441T

Delegation Agreement No : FED/2016/375-160

Country : Mali

COTA asbl

Final Report submission date: August 2024

This evaluation was conducted within the framework of cooperation between Mali, the European Union, and Belgium.

The report was written by independent external experts.

The opinions expressed in this document represent the views of the authors and are not necessarily shared by Enabel, Belgian Cooperation, the European Union, the French Development Agency, or the Malian authorities.

Executive summary

1.1 Presentation of the evaluation

The Fisheries Sector Support Project (PAFHa) aims to contribute to the reduction of food and nutritional insecurity in Mali. Specifically, it focuses on establishing sustainable fishing and aquaculture practices in the regions of Ségou and Mopti, which are intended to generate income, enhance food security, and promote social cohesion.

The project pursues four main outcomes aimed at transforming the fisheries sector by enhancing governance through a co-management and fisheries observation system, thereby reducing conflicts and promoting sustainable fishing. Simultaneously, it strengthens the fisheries value chain by improving the preservation, processing, and marketing of products, particularly benefiting local actors such as fish processors. The development of sustainable aquaculture is also a priority, with investments in training and the adoption of suitable fish farming practices. Lastly, the project bolsters the capacities of government technical services and professional organisations, promoting more effective and collaborative management of the sector. These combined actions are intended to ensure the sustainable management of fishery resources while empowering local stakeholders and improving the sector's economic and environmental conditions.

The PAFHa component of the PRORESA project, initially endowed with a budget of €8 million, saw its funding increase to €16.56 million with the addition of AFD's financing in 2020.

The project operates in the two central regions of Mali, Ségou and Mopti, which have been considered the epicenter of insecurity since the 2012 crisis.

The evaluation aims to assess the achievement of the results and desired changes according to the Theory of Change (ToC) and to understand the key mechanisms that either facilitate or hinder these outcomes. Ten main evaluation questions were addressed, focusing on the various OECD-DAC criteria.

The evaluation covers the project's implementation period, from September 2016 to June 2024.

The primary users of the evaluation are Enabel's intervention team, the implementing partners, Enabel as an institution, decentralised authorities, research partners, donors (EU, AFD), and the Malian State. Secondary users include the direct and indirect beneficiaries of the PAFHa, such as actors in the fisheries sector and members of the Fishery and Aquaculture Councils.

The final evaluation was conducted in several phases: preparation, data collection in the field from 29 May to 13 June 2024, analysis, and report writing. The data collection phase took place in Bamako and the regions of Mopti and Ségou, involving interviews, focus groups, and field observations. The consultants met with various national and regional officials as well as local stakeholders involved in the project. The sampling was designed based on: 1) an inventory of beneficiaries and a mapping of stakeholders, and 2) what is reasonably achievable within the given timeframe (considering the availability of the evaluators and the time stakeholders can dedicate to interviews). This was not a random sampling. The criteria were primarily relevance to the evaluation questions, inclusivity, and representativeness of the stakeholders.

In total, 197 people were consulted, including 27% women.

A debriefing workshop was held in Bamako to share and refine the initial findings. Finally, a draft report was prepared and finalised after receiving feedback. Confidentiality and respect for participants' rights were maintained throughout the process.

1.2 Findings

1.2.1 Findings by DAC criterion

Coherence	B	The coherence of the PAFHa project with other Belgian cooperation interventions is strengthened by the thematic subgroup on "livestock and fisheries," which regularly brings together Technical and Financial Partners (PTFs) and the Ministry of Livestock and Fisheries (MEP). This framework facilitates collaboration, field visits, and the formulation of recommendations during national dialogues to avoid duplication. However, attention should be paid to collaborating with new stakeholders such as the Near East Foundation (NEF), and partnership avenues need to be reinforced with other projects such as Jègè ni Jaba (JNJ) and the Project for Sustainable Peace in Mali (PPDM).
Relevance	A	The PAFHa project stands out for its relevance, being aligned with Mali's National Policy for Sustainable Fisheries and Aquaculture Development (PNDPA), which aims to improve the living conditions of fishing communities and strengthen the aquaculture sector. Integrated into local development plans and supported by regional agreements, the project facilitates co-management of fisheries, thereby enhancing the institutional and entrepreneurial capacities of local actors. Despite challenges related to limited geographic coverage and resources, it has effectively addressed needs in fish conservation, processing, and marketing, contributing to sustainable management of fishery resources and regional food security. Furthermore, from the outset of the PAFHa project, a risk analysis was conducted, and measures were planned to address potential increases in insecurity and the growing influence of armed groups. These measures included flexibility in geographic and thematic targeting, collaboration with active research offices, partner autonomy, anchoring targeting and coordination meetings in secure areas.
Effectiveness	B	The PAFHa project has demonstrated its effectiveness through several significant results. In terms of **outcome 1**, it has successfully implemented co-management in 12 communes in the Mopti and Ségou regions by establishing functional fisheries and aquaculture councils and validating local agreements. This has helped to prevent and effectively manage local conflicts while ensuring sustainable management of fishery resources. The project has also activated a resource monitoring observatory, particularly by enhancing the database. However, at this stage, the observatory still requires improvement and support to contribute more effectively to the governance of the sector, as the decision-support tools (quarterly bulletins) are not yet suited to the target audience. In terms of **outcome 2**, PAFHa has invested in the development of port infrastructure and post-capture equipment, including the construction and refurbishment of ports, markets, and storage facilities, as well as the installation of ice units and cold storage rooms. These efforts have significantly improved working conditions and the quality of processed fish, reducing post-capture losses and extending shelf life, which has had a direct impact on the incomes of sector actors. **Outcome 3** was characterised by the success of community-based aquaculture, which has been widely adopted and has generated substantial income for local communities. It has also fostered social cohesion and sustainable management of community resources. However, support for private aquaculture (outcome 3) faced challenges with mixed results, primarily due to unprofitable operational accounts for most fish farmers. Nevertheless,

		collaborations with other projects such as Jègè ni Jaba have facilitated three workshops focused on developing strategies for establishing local hatcheries, adopting approaches for creating operational accounts, and exploring floating cage aquaculture. The project has supported the formalisation of fry producer pools, contributing to better organisation and improved outcomes in some regions. Finally, **outcome 4** highlighted the development of an effective capacity-building plan for the staff of the National Directorate of Fisheries (DNP) and the Regional Directorate of Fisheries (DRP), as well as increased satisfaction among sector actors with the services provided by these structures. Technical and organisational training has improved access to financial services, markets, and capacity-building sessions, thereby enhancing the skills and opportunities for local actors in the fisheries sector. Overall, the success of the project can be attributed to effective management and strategic partnerships with well-established local NGOs, despite the ongoing security challenges in the targeted regions. These efforts have enabled the achievement of most of the set objectives, although there were some obstacles encountered in the specific implementation of the port of Macina and certain planned production units.
Efficiency	B	The efficiency of the PAFHa+ Project was marked by challenges related to disbursements and the adaptation of partners to financial procedures. The integration of co-financing from the French Development Agency (AFD) significantly increased the remaining budget, but the cessation of funding in June 2023 negatively impacted the project's efficiency. Delays in the construction of the Macina port and financial risk management also contributed to the difficulties encountered. Despite these challenges, the project succeeded in delivering a significant number of results within the deadlines and controlling costs, although an extension of the implementation period was necessary to meet the set objectives, all within a highly volatile security context in the project's intervention area.
Sustainability	B	The sustainability of the PAFHa+ Project is ensured by several key mechanisms. The co-management of fishery resources, formalised through the adoption of 12 local agreements and the establishment of fisheries and aquaculture councils, is reinforced by the contributions of traditional managers and local authorities. This approach has attracted the attention of several partners, such as the Near East Foundation (NEF), the Project for Sustainable Peace in Mali (PPDM), and the Jègè ni Jaba (JNJ) project, ensuring the continuity and durability of the actions. Community-based aquaculture, despite its initial success, requires solutions to reduce the cost of acquiring fry to sustain its expansion. The delegated management of port infrastructure and market equipment is efficient and economically viable, benefiting all parties involved. For private aquaculture, technical and policy adjustments are crucial for improving its future profitability. Finally, the training of technical staff and the involvement of NGOs strengthen the capacity of communities to ensure the sustainable management of fishery resources, despite ongoing challenges related to the financial management of infrastructure.
Impact	B	The PAFHa project has demonstrated its sustainability through several strategic areas. The establishment of fisheries and aquaculture councils has not only

		improved local governance by reducing conflicts and fostering a more peaceful social climate but also contributed to food security by increasing the availability of fish at affordable prices through community-based aquaculture. The adoption of good practices by women in fish conservation and processing has not only enhanced their income but also improved the quality of products offered on the market. The "Ouradi" brand represents a significant economic opportunity for women in the processing sector. Additionally, the new infrastructure and market equipment have stimulated local employment and generated revenue for local authorities and the Office for the Development of Fisheries and Aquaculture in the Inner Niger Delta (ODPA-DIN) through their delegated management. Finally, the impact on aquatic ecosystems shows promising signs of increased protection, supported by ongoing advisory support from DNP staff.

1.2.2 Findings by specific evaluation question for the entire programme

Q5: To what extent has the multi-stakeholder approach in a context of fragility and insecurity been a factor of facilitation (or obstruction) in the implementation of activities and the achievement of results?

The multi-stakeholder approach of the PAFHa+ project in Mali significantly facilitated the implementation of activities and the achievement of results, despite certain challenges. Despite the security risks, the project demonstrated resilience and gradually implemented actions while considering the volatility of the situation and the project's programmatic objectives, thanks to these established partnerships. The project, aligned with national and sub-regional strategies and policies for the fisheries sector, benefited from a high level of engagement from stakeholders. The active participation of local communities and partner NGOs strengthened coordination and collaboration, allowing for a tailored response to contexts of fragility and insecurity. This enabled an effective response to local needs, particularly in post-capture processes and fishery resource management. The proposed solutions were relevant, significantly improving the living conditions of fishing communities.

However, significant challenges remain. Security and budgetary constraints have limited the scope of actions, restricting the intervention to only 12 communes and 3 districts out of the 225 communes and 15 districts in the two targeted regions. Additionally, shortcomings in monitoring and the weak coordination of activities with the relevant technical services have hindered the effectiveness of monitoring and evaluation mechanisms. The lack of financial counterpart funding from the State for certain actions has also posed challenges to the sustainability of the initiatives.

To improve this approach, it is necessary to strengthen coordination with partner NGOs and mobilise additional resources. Better integration of intercommunal cooperation could also extend the project's impact by enabling more effective management of shared resources and mitigating conflicts beyond communal boundaries. This would help to maximise the project's impact and ensure the sustainability of the actions undertaken.

Q10: Are the objectives, outputs, and activities coherent or complementary with other Enabel projects or those of other partners working in the fisheries sector?

The PAFHa project actively collaborates with other Belgian cooperation initiatives, notably through the thematic subgroup on "livestock and fisheries." This monthly group facilitates exchanges between partners and organises annual field visits to avoid duplication and provide recommendations. Enabel provides technical assistance to ensure this synergy, thereby supporting the coordinated actions of partners in the

fisheries and aquaculture sector. Concurrently, PAFHa interacts with other projects such as "Jègè ni Jaba" and the Support for Livestock Development in Mali (PADL-M) project in Mopti, as well as the Project for Sustainable Peace in Mali (PPDM) in Ségou, although stakeholders have reported that meetings with these projects are infrequent.

Q1: To what extent has the establishment of the co-management system and fisheries observatory, focused on the revitalisation of customs and traditions, impacted the improvement of social cohesion and the reduction of conflicts in fisheries exploitation?

The establishment of the fisheries co-management system, focused on the revitalisation of customs and traditions, has significantly improved social cohesion and reduced conflicts in fisheries exploitation in Mali. Through a participatory and inclusive approach, fishing communities, local authorities, and administrative officials have been involved in the sustainable management of fishery resources. This co-management has effectively prevented and resolved conflicts, as evidenced by the resolution of 93% of conflicts in Mopti and 40% in Ségou. The negotiated and validated fishing agreements have strengthened trust and encouraged reconciliation between communities, thereby enhancing social harmony. Despite some challenges such as residual insecurity and the complexity of the process, the positive results observed in the PAFHa project's intervention areas underscore the beneficial impact of this approach on fishery resource management and community stability.

Q2: Has the PAFHa approach in the post-capture sector contributed to improving the conservation, value addition, and marketing of fishery products? If so, how? What are the factors of facilitation or obstruction?

The PAFHa project has significantly improved the conservation, value addition, and marketing of fishery products. It established ice production units in Mopti, Konna, and Ségou, despite challenges with electricity supply and demand exceeding supply. Transformation efforts include smoking and drying sheds, and storage facilities in Mopti, supporting processors with equipment and training. The rehabilitated market infrastructures and the new port facilities in Mopti aim to enhance marketing, although some female fish traders still hesitate to use these facilities due to cultural and security reasons. Indicators show reduced post-capture losses and increased adoption of good practices, particularly with the "Ouradi" brand, despite financial accessibility challenges for consumers with average incomes.

Q3: Has the PAFHa approach to community-based aquaculture helped improve fish production?

The PAFHa approach to community-based aquaculture has significantly boosted fish production in Mali. By focusing on extensive aquaculture and rice-fish farming, the project has seen increasing yields, reaching up to 687 kg/ha compared to an initial baseline of 71 kg/ha. In 2023, this initiative generated an additional estimated production of 59 tonnes across 66 sites. Despite security challenges, local communities have demonstrated remarkable resilience by maintaining their efforts in community aquaculture and fish conservation practices. These sustainable practices have strengthened food and economic security in the affected areas, marking tangible progress towards the sustainability of aquaculture production in Mali.

Q4: Has the PAFHa approach contributed to strengthening the capacities of stakeholders in the fisheries sector?

he PAFHa approach has significantly strengthened the capacities of stakeholders in the fisheries sector in Mali. The project has played a crucial role in improving the infrastructure and equipment of government technical services such as the DNP, the ODPA-DIN, and the Molodo Practical Aquaculture Training Centre (CFPA), thereby facilitating better technical support on the ground. Additionally, through an extensive training programme covering eight key areas for DNP agents and graduate training for around twenty staff

members, the project has enhanced their expertise and operational effectiveness. Through G-FORCE, PAFHa has also structured and strengthened professional organisations, promoting increased collaboration and sustainable management practices within the sector. Despite some ongoing challenges such as the withdrawal of co-financing in 2023 and mixed results in certain sub-sectors, the project's multi-stakeholder approach has greatly contributed to consolidating the institutional and operational capacities necessary for sustainably supporting the fisheries sector in Mali.

Q6: What are the unintended effects (both positive and/or negative) of the project that can be observed?

The intervention has allowed fish traders to access fresh fish at a lower cost in areas not covered by the project and has inspired other co-management initiatives. Additionally, the delegated management of an ice factory has created jobs. No negative unintended effects have been detected.

? Q7: To what extent has the project integrated gender issues into its implementation strategy? What are the facilitating or obstructing factors? How could this aspect be better integrated in the future? Has the project succeeded in ensuring that women effectively access the opportunities created through its implementation, particularly in the areas of conservation, value addition, processing, and marketing of fishery products?

The PAFHa project has integrated gender issues by following Enabel's strategy and developing its own strategy for women's empowerment. Training and infrastructure improvements have enabled nearly 3,000 women to better value and conserve fishery products. However, challenges such as sociological constraints and limited access to certain facilities have persisted. To improve this aspect in the future, it is recommended to enhance women's representation, balance their economic and familial roles, and improve their profit margins and management capacities.

Q8: To what extent has the PAFHa approach considered good environmental practices and enabled the protection of the ecosystem in the intervention areas? How could this aspect be better integrated in the future?

The PAFHa project has promoted sustainable fishing practices and contributed to the restoration of aquatic ecosystems through actions such as co-management, fishery protection, and the regeneration of wetlands. The involvement of specialized organizations like Wetlands International and CARE International Mali has strengthened the positive environmental impact. However, challenges remain, including pollution and competition from users who are less environmentally conscious. For better future integration, it is recommended to further raise community awareness about good environmental practices, address waste management effectively, and utilize harmful plants like water hyacinth to create useful products.

Q9: Have the resources (financial, human, expertise, etc.) been allocated strategically to ensure the achievement of results and deliverables in quantities and quality appropriate to the needs of the targeted groups?

The allocation of resources to various activities has generally been efficient, except for private aquaculture, which did not achieve the expected results. The PAFHa faced challenges with disbursements in the first two years, leading to delays in activity execution. Similarly, in 2023, the cessation of co-financing negatively impacted efficiency. However, this situation improved with partners adapting to financial procedures and the reorientation of certain activities, such as private aquaculture, and the addition of a result focused on co-management. Despite these delays, including those related to the construction of the Macina port and the establishment of ice production units in Mopti, the project generally delivered a significant number of outputs within the planned timelines and at controlled costs. The approach of signing subsidy agreements with various project implementation partners not only enabled efficient resource management with most

of these structures but also contributed to achieving results in both quantity and quality, with effective coverage of the intervention area and satisfactory human resources. There is insufficient evidence to confirm or refute whether the same results could have been achieved at lower costs.

1.3 Conclusions

C1 - The co-management and partnerships established in the PAFHa project raise questions about replicability.

The PAFHa project has successfully revitalised the fishing sector through co-management and multi-stakeholder partnerships, achieving promising results. However, the length of the process and its costs, along with insufficient anticipation from local authorities for its adoption, pose a major challenge to its replicability. Although the NGO NEF has successfully adapted this approach in other communes in Mopti, the inadequate foresight from local authorities in sustaining these gains could jeopardise the longevity of these initiatives.

C2 - A process of establishing co-management frameworks and tools that may be deterrent.

The promotion of co-management by the PAFHa project has improved local governance and mobilised communities, despite a lengthy and costly process. Although this approach has yielded significant socio-economic benefits, the logistical challenges and costs may deter its spread to other regions.

C3 - Investments in infrastructure and equipment, as well as resource allocation decisions, are crucial for the development of the fishing sub-sector.

The project's substantial investments in infrastructure and equipment have been essential in revitalising fishing activities in the covered regions. However, unmet expectations, such as the non-completion of the Macina port, persist. Resource allocation among beneficiaries could become a source of conflict, necessitating a re-evaluation of the revenue distribution key to ensure fair and sustainable management.

C4 - Efforts have been made to address women's concerns, but challenges remain regarding their access to ice and their representation in project teams, highlighting the need to strengthen their empowerment and participation.

Although the project has addressed the specific needs of women and their representation in decision-making bodies, challenges remain, including limited access to ice for women fishmongers and their underrepresentation in project teams. The "Ouradi" brand demonstrates progress, but further efforts are needed to further empower women and increase their involvement in strategic decisions related to the project's investments. Establishing a participatory daily schedule for women could also help better balance professional activities with family responsibilities.

C5 - What is the future of the multi-stakeholder approach of the PAFHa project?

The multi-stakeholder approach of the PAFHa project has been crucial to its effectiveness and success, by pooling efforts and strengthening local capacities. However, the lack of clarity in some subsidy agreements and challenges related to assessing partner capacities could jeopardise its sustainability. The project's experience should be capitalised upon while enhancing partnership strategies to maintain its visibility and ensure long-term sustainability.

C6 - The mixed results in semi-intensive and intensive aquaculture highlight the challenges faced while underscoring the ongoing interest of stakeholders in the future of this sector.

he mixed results in semi-intensive and intensive aquaculture underscore the ongoing technical and organizational challenges despite institutional support. Although the outcomes have not met expectations, stakeholders' interest in developing this sector remains strong. Strategic adjustments are needed to improve the profitability and effectiveness of fish farms in the affected regions.

C7 - Efforts to protect ecosystems have been hindered by insufficient use of data collected by the CRRA/IER in Mopti.

The project has contributed to the protection of aquatic ecosystems through various initiatives, but the limited use of data collected by the CRRA/IER in Mopti represents a significant gap. To maximize the environmental impact of these efforts, it is crucial to support and better integrate and utilize this data to guide future interventions and conservation policies.

C8 - Reduced but ambitious, the PAFHa project focused its successes on capture fishing and post-capture activities, while private aquaculture did not meet expectations.

Despite significant budget constraints, the PAFHa project achieved notable results in capture fishing and post-capture activities through a targeted and effective approach. However, private aquaculture did not meet its set objectives, despite numerous attempts. The focus on the most promising activities allowed the project to maximize its impact, but adjustments are needed to enhance the viability of private aquaculture initiatives in the future.

C9- The vertical structuring of the sector organizations has been completed with the establishment of the national inter-professional body. However, challenges related to the functionality of federations remain, and further support is needed to provide more services to their members.

While the PAFHa project has significantly contributed to better structuring of local actors in the Mopti and Ségou regions, many other initiatives also work on strengthening the organizational capacities of producer organizations (OPP). Projects such as JNJ and PADEL-M have facilitated the establishment of a national inter-professional body for fish. The ongoing challenge is the effective functionality of regional federations and the national inter-professional body in addressing issues related to input access, marketing, and funding of sub-projects through inter-professional agreements and state support with its partners. To address this, it is necessary that i) the active members of the federations are representative of the economic actors in the sector, and ii) grassroots actors and their OPs recognize themselves in the structure and executive bodies of the federations. With these improvements, the federations can then be considered as key partners of the DNP and various stakeholders in the fishery sector (NGOs, projects, and programs). Capacity building in management and advocacy for the leaders of OPPs should continue under the coordination of the DNP.

1.4 Recommendations

R1: Extend the project to other regions	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Extend the project to other communities in the affected regions and to other parts of the country with good fishing potential, focusing on co-management, community fish farming and post-capture.	1 and 8	MEP Enabel NEF PPDM DNP and its regional and local branches Local authorities OPP	1	Medium-term	Strategic

R2: Consider reducing the time and costs involved in local agreements and fishing councils	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Reflect in depth on how to reduce the time and cost of setting up local fisheries and aquaculture agreements and on the operation of fisheries and aquaculture councils, drawing on the experiences of the project and those of the NGO NEF.	2	PAFHa in collaboration with DNP Local authorities PAFHa partner NGOs NGO NEF	1	Short-term	Strategic

R3 : Seeking additional financing	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Seek financial resources to complete work on the port of Macina and the remaining ice production units.	3	Enabel country, EU, State EU, Enabel Local authorities Fishing communities	2 and 4	Short-term	Strategic

R4 : Empowering women	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Design and implement an empowerment strategy for women designed to respond specifically to their needs (managing their activities, participating in decision-making processes; balancing family life) by hiring a dedicated person.	4	PAFHa Team ODPA-DIN Breeders Processors Representatives Local authorities	1	Short-term	Strategic

R5 : Guaranteeing the sustainability of the Ouradi brand	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Review the Ouradi brand's socio-economic profitability and marketing calculations to ensure that women processors have a comfortable margin to ensure the brand's sustainability.	4	AEDR Associations of women processors	1	Medium-term	Strategic

R6 : Taking the lead in co-management	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Boost the partnership with the other partners involved in the sector to improve/consolidate the approach used by PAFHa in co-management in Mali and support/strengthen the institutional players so that they are able to take the lead.	5	EU, PAFHa+/Enabel, EU DNP ONG NEF PPDM	2 and 4	Medium-term	Strategic

R7 : Strengthening private fish farming	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Train, equip and monitor a critical mass of fish farm promoters and PPO members in intensive fish farming to improve fry and input production in the project area. Strengthening private fish farming	6	Farm promoters Members of OPPs Training and research establishments involved in fish farming	1	Medium-term	Strategic

R8 : Capitalising on the multi-stakeholder approach	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Capitalising on the project's experience of multi-partnership for future interventions (successes and failures)	5	DNP PAFHa NGO partners of the PAFHa	1	Short-term	Operational

R9 : Integrating water resource management at river basin level to protect aquatic ecosystems	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
Take account of integrated water resource management at river basin level in actions to protect aquatic ecosystems.	7	MEP Ministries responsible for the environment and water River basin authorities Enabel Brussels	2 and 3	Medium-term	Strategic

R10: Review the status of the Molodo CFPA to make it a regional centre of excellence for training specialist fish farming agents	Conclusion(s) related to	Targeted actor(s)	Level	Priority	Type
To reflect on the development and sustainability of the CFPA's infrastructure, particularly its current status, which does not allow it to generate and use internal revenue.	6	MEP/DNP PAFHa IER Ministry of Education	1 and 2	Medium-term	Strategic

1.5 Lessons learned

L1 : The co-management approach takes time and requires the commitment of all project stakeholders

The main lesson learnt from the PAFHa project is the need for a financial contribution from the State to ensure the continuity of the actions undertaken. Despite the success of the co-management approach, which has enabled communal agreements to be signed and strengthened local governance, the absence of financial support from the State for actions such as the construction of decentralised offices or to make up for the withdrawal of external funding represents a significant risk. To guarantee the sustainability of such initiatives, it is essential that projects incorporate a strategy of commitment and ongoing financial support from the State from the outset, despite the socio-political and economic challenges encountered.

L2 : The OURADI brand: a series of challenges and good prospects for women processors

The main lesson learned from the development of the OURADI brand is the need to deploy appropriate marketing strategies to ensure its success on the market. Despite efforts to train women processors in good hygiene and fish smoking practices, and to facilitate access to appropriate equipment, the brand faces several significant challenges. These include resistance to change among women, who are attached to traditional methods despite their poorer quality and hygiene, and the need to compete with other, less expensive products on the market. In addition, the limited access of this product to small budgets poses a challenge to the widespread adoption of the brand by low-income consumers. To ensure the future viability of 'OURADI', it is crucial to explore product and market diversification strategies, while investing in innovative marketing initiatives to attract a wider customer base that is better informed about the health and quality benefits of the product.

L3 : The multi-stakeholder approach in a context of fragility and insecurity: strengths, challenges/constraints and prospects

The multi-actor approach only becomes a reality when the project makes a good choice of the actors responsible for implementation. In this case, the PAFHa project has put forward a series of criteria for selecting implementing partners, ranging from the partner's expertise in the field of action to its motivation to carry out the mission, institutional and organisational capacities, the quality and competence of its staff and its knowledge of the local area. This approach has ensured the resilience of the project in an area where there are major security challenges, and has therefore been at the root of the significant results achieved. Insecurity, the numerous consultation meetings and the different agendas of the stakeholders can extend the implementation time for certain activities.