



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**TERMS OF REFERENCE  
FOR MID-TERM INDEPENDENT EVALUATION  
OF UNIDO PROJECT:**

**Building institutional capacities for the sustainable management of  
the marine fishery in the Red Sea State  
SAP ID 130130**

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## BACKGROUND AND CONTEXT

### BACKGROUND

The Red Sea State is located in the northeast of the Republic of the Sudan (latitude 16 to 22 North, longitude 35 to 37 East), with international borders to Egypt in the North, and Eritrea in the South. The Red Sea State (RSS) is the only state in Republic of the Sudan bordering the ocean (Red Sea). RSS has a coastline of 750 km and an Exclusive Economic Zone (EEZ) of 91.600 km<sup>2</sup> including a shelf area of 22.300 km<sup>2</sup>.

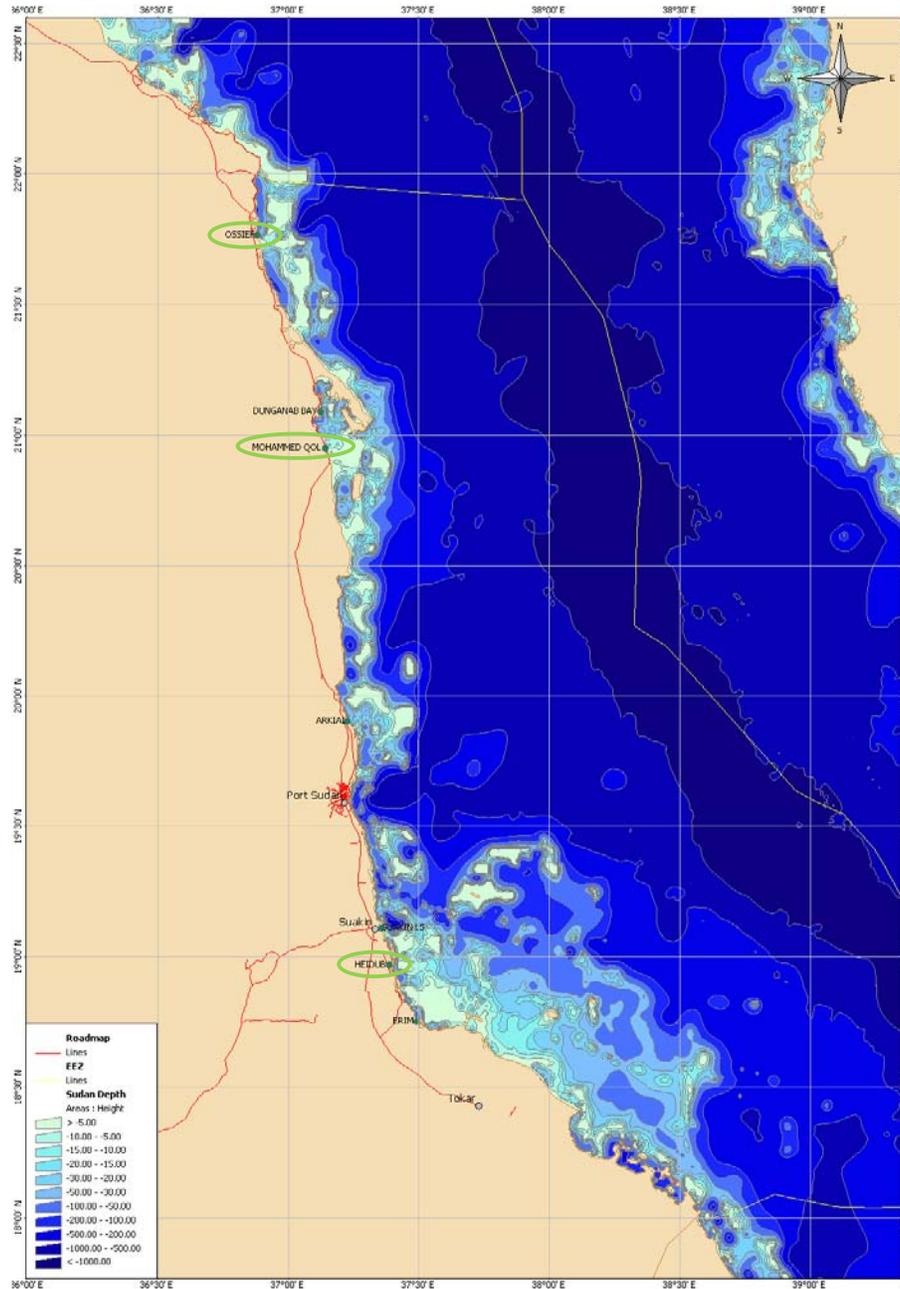


Figure 1 Bathymetric map of the Red Sea State Coast showing most important towns and improved fishing landing sites

The total population of the State is officially estimated at 846,113 people although other sources put it at between 728,000 and 800,000 people (UNDP, 2005) with an annual growth rate of 2.9%, slightly above the national rate. The area is primarily inhabited by Beja pastoralists and agro-pastoralists, although a wide variety of ethnic groups from across the Sudan can be found in the state capital Port Sudan, especially Hausa, Fallata, Nuba and other northern and southern Sudanese. Some 61.2% of the State population are estimated to be living in Port Sudan.

The rural economy is predominantly land-based with core activities being primarily pastoral and agro-pastoral. Petty trading, the provision of casual labour also provide sections of the population with an important means of economic sustenance. According to several sources, the RSS has one of the lowest socio-economic indicators in the entire country.

While fishery has the potential to contribute to food security as well as to the diversification of the economy in the RSS, the marine fishery is still considered to be underdeveloped, while there are some indications that certain key commercial species might be over utilized. The finfish potential is estimated at 10,000 tons/year, while the reported yield amounts to 5,000 tons/year<sup>1</sup>. Average price of the three commercial fish groups that are presently distinguished on Suakin market in mid-2014 was SGP 80 (€ 10,4) per kilo for Najil Najil (Roving Coral Grouper, *Plectropomus pessuliferus*), SGP 50 (€ 6,5 per kilo for Rishal (Lyretail Grouper, *Variola louti*) and SGP 20 (€ 2.6) per kilo for Kedaban (others, including a number of species). Using some short time series on catch distribution reported from the three Improved Landing Sites Najil constituted some 27%, Rishal some 7% and Kedaban 66% of the total catch. With these figures the value of the reported yield of 5,000 tons/year can be estimate to be in the range of € 24,7 mio and the value of the so far unrealized finfish potential would constitute between € 13 mio (assuming the unrealized finfish potential is entirely made up of Kedaban only or up to € 24,7 mio if the species composition in the landings reported is representative for the unrealized finfish potential. Notwithstanding this economic potential Sudanese marine fisheries are small-scale and artisanal in nature. The artisanal fishery is defined as a labour intensive conducted by artisanal craftsmen whose level of income, mechanical sophistication, quantity of production, fishing range, political influence, market outlets, employment and social mobility and financial dependence keep them subservient to the economic decisions and operating constraints placed upon them by those who buy their production. Artisanal fishermen mainly target fish species living on coral reefs using hand lines and to some extent gill nets. The fisheries in the Red Sea State are characterized by a near absence of semi-industrial and industrial fishing activities.

## PROJECT CONTEXT

Over the last years the government of the Red Sea State has become increasingly aware of the marine fishery's potential to contribute to livelihoods and food security and has started to seek assistance and advice for the sustainable development of this potential. In order to raise public awareness the Government of the Red Sea State has invested Sudanese Pounds 500,000 (€ 86,500) in early 2014 for the establishment of an aquarium in which tropical fish is exposed and the importance of sustainable fisheries for livelihoods and food security is conveyed to the public. In parallel the government has sought support for the sustainable development of the marine fishery in the Red Sea State. The absence of reliable data on the status of fish stocks and the quantity of fish harvested and weak institutional capacities have been identified as the main barriers for the development of strategic plans, policy recommendations and/or regulatory instruments for the sustainable use and management of living marine resources in the Red Sea State. For the development of strategic plans, the estimation of the economic potential of the marine fishery and the development of policy recommendations, management plans and regulatory instruments require monitoring of both the state of stocks by means of fisheries independent surveys and of the quantity of fish landed be collected, stored and analysed.

As in most other Red Sea riparian countries applied fisheries research and stock assessments have been neglected in the past two decades in the RSS. No stock assessments have been undertaken since the cessation of collaborative research programmes under-taken during the 1970s and 1980s by the former Soviet Union. The 3 surveys undertaken in 2012 and 2013 under the project "Surveys of renewable marine resources in the Red Sea State" funded by the Norwegian Embassy Khartoum and

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<sup>1</sup> FAO Fishery Country Profile

jointly implemented by the Norwegian Institute for Marine Research and UNIDO constituted the first consolidated effort to collect fisheries independent data on the status of coral fish stocks in the coastal waters of the Red Sea State since the 1980. These surveys have provided a valuable data- and experience basis for this follow-up project in terms of establishing more comprehensive time series on the state of the marine fish resources required for fisheries management. The main weakness of the pilot was the lack of an holistic approach, with all focus on the survey activities. Long periods without hands-on collaboration and direct contact between the international experts and the national counterparts between surveys, and technical training being restricted to the survey activities considerably limited support, guidance and competence building that could be provided to the Sudanese counterparts. The interlinked work packages, comprehensive training and continued backstopping for activities to be undertaken by Sudanese counterparts under the follow-up project will allow more holistic framework, underpinned by a much closer and uninterrupted collaboration.

The ongoing cooperation between the RSS/federal Universities and the University of Bergen/Bjerknes Centre in Norway on physical oceanography and climate may be useful in providing supporting data. The continuation of both projects also offers considerable potential synergy in terms of data collection/-sharing, training and supervision of students (the ongoing cooperation commenced in 2006 and has produced 13 Sudanese MSc candidates in physical and chemical oceanography, and has started the training of one PhD. They have also established a time series on physical hydrography and inorganic carbon between Port Sudan and Sanganeb. There are also many biological studies in existence on e.g. distribution and growth of important species at the federal University in cooperation with the University of Bergen that represent vital input parameters in e.g. stock assessment models. These will no doubt be valuable assets for the overall goal of the project. There are some regional data in existence from previous surveys that may be explored further, but none that may be linked directly to the near-coast reef communities in the RSS. Regional data may, however, still represent valuable additional information. Trawl survey data are not relevant for the project outputs.

In the Red Sea State fish is landed at several artisanal landing sites along the coast and since 2011 also at three improved landing sites in Osief, Mohammed Qol (North of Port Sudan) and Suakin (South of Port Sudan). The three improved fish landing sites (ILS) were constructed in 2011 by UNIDO with support provided by the Canadian International Development Agency (CIDA). Each site is monitored by an oversight committee, known locally as a *Ligina Al Ishraf* (LAI). The LAI is composed of both private and public actors, including state government officials, municipal officials, and representatives from the fishery cooperatives and the fish traders (total of 8 members). A Landing Site Manager (LSM) is responsible for the daily management of the site and reports regularly to the LAI. The LSM is currently training a local official on management duties. While all operational costs of the ILS are covered by the LAI from revenues generated for the services provided by the ILS the revenues of the ILS are not yet sufficient to cover the costs of the LSMs' salaries (€ 1.300 per month). These costs are budgeted under outcome 2 position 2.4 national staff.

The ILSs are a considerable advance for the RSS fishery sector. At the ILSs, fish is sorted, washed, stored and (sometimes) filleted. This service is provided at a standard fee defined by the amount of fish, the service required and the duration of storage. The infrastructure is basic, but designed to meet common standards of fish handling, storage and processing for safe seafood. A fish inspector from the RSS Marine Fishery Administration (MFA) is now stationed at each of the ILS. This is a new, positive development as MFA officials have not been regularly present at a fish landing site in the RSS in the past. An important aspect of the ILSs is the consolidation of the harvest at the sites. Fish were previously only landed at a number of small artisanal landing sites without any infrastructure and delivered directly to fish traders there. With the introduction of the three improved landing sites, fish landings are now increasingly being consolidated to the ILSs. In addition to improving the quality of fish harvested and reducing post-harvest losses, this consolidation will facilitate far more efficient collection of fishery sector data that are critical to future fisheries management.

Except for local consumption all fish landed is transported to the central Zigala fish market in Port Sudan, which is the sole fish market in the Red Sea State. While no fisheries data are currently collected at the artisanal landing sites, commercial fisheries data are collected at the three ILSs and by the Marine Fisheries Administration (MFA) at the Zigala market for commercial and fiscal purposes, respectively. However, in this data collection only three, commercial fish categories are distinguished: Najil (Roving Coral Grouper, *Plectropomus pessuliferus*), Rishal (Lyretail Grouper,

*Variola louti*) and Kedaban (others, including a number of species). At Zigala market the MFA therefore determines the quantity of each species on basis of an estimation of the relative proportion in the given commercial group. The data are noted on paper and subsequently entered into excel sheets on individual computers and laptops. These data are, however, of highly limited value for stock assessment purposes. The sampling by MFA at the Zigala market has not systematically covered all fish entering into the market and can therefore not be trusted as index of total landings. Identifying landings on the species level is also prerequisite for assessing the biological impact of fishing on the given species type. The data from the ILSs do not contain information at the species level, and the practice of estimation of quantity by species by means of visual assessment of their relative proportion in shipments to the Zigala market will, inevitably, introduce considerable uncertainty. Further, the transfer of data via record sheets and various computers, before being copied into a master spreadsheet at the MFA office involves a considerable risk for typing- and data transfer errors.

The MFA also have at their disposal a 10 years time series from 2001-2011 on fish caught by trawl vessels in the Red Sea State before the coastal waters were closed for trawling in 2012. The decision of closing the trawl fishery was taken by the Government of the Red Sea State in accordance with the precautionary principle, and taking into consideration that trawling was predominantly undertaken by foreign vessels with limited economic benefits for the Red Sea State. In its endeavours to revitalize a potential trawl fishery, the Government of the Red Sea State is presently undertaking efforts to acquire a trawler. Re-introduction of a trawl fishery should, however, be preceded by an assessment of the living demersal resources in the designated trawl areas as well as by an assessment of the socio-economic impacts re-introduction of a trawl fishery may have on the livelihood of artisanal fisheries, the fishermen and the fishing communities, for which there may be a need for future technical assistance to the Red Sea State.

Presently the different locations of data storage are not interlinked and thus data cannot be retrieved centrally and are not used systematically by the Marine Fisheries Administration. National institutional structures lack the administrative and technical capacities as well as the hard- and software required to monitor fluctuations in the living marine resources, and to formulate and implement realistic and effective fisheries management policies and strategies. The lack of financial and material resources allocated to the authorities responsible for fisheries research, management and development represents a major obstacle in this regard.

The Republic of the Sudan's marine fisheries are still underdeveloped and if managed well and harvested within sustainable limits there may be potential for increased harvesting and value creation through developing artisanal and potentially semi-industrial fisheries that in turn may facilitate increased job creation, food security and poverty alleviation. Development of the fisheries sector may thus also increase the supply of fish to the national market – and possibly also increase export of some seafood products. Realizing this potential will also contribute to the Republic of the Sudan's Economic Diversification Strategy, which was launched in order to compensate for the loss of revenue from oil exports resulting from the establishment of South Republic of the Sudan as an independent state. These developments may, however, only be realized in a sustainable manner if the required knowledge base is in place

Consequently, in order to realize the potential of the marine fishery in the Red Sea State in a sustainable way, there is evidently need to establish a longer time series of fisheries independent data through the implementation of additional fish stock surveys as well as for the provision of technical assistance to strengthen institutional capacities so that the Marine Fisheries Administration can be enabled to develop reliable catch statistics. Only with this information at hand MFA will be in position to ascertain the resource base, discover underutilized resources and thereby scale the development of the fishery effort to sustainable levels. In addition the resource mapping of fish stocks will contribute significant information for the Fishery Development Strategy for the Republic of the Sudan by providing information on the potential to develop sustainable semi-industrial fisheries in the Red Sea State. This will also provide the data relevant for semi-industrial or industrial fisheries. Yet to fully unveil these potentials further surveys will be required and data on actual fish landings need to be collected in a systematic way with assured quality so that they can jointly be analysed and used for the development of policy recommendations and management instruments. Surveys would not only have to cover coral fish species but also cover the deeper waters (deeper than 200m) as well as comprise trawling surveys in the area of the Red Sea States coastal waters that were previously designated for trawling fisheries.

The project aims at establishing the knowledge base for the sustainable management of the marine fisheries in the Republic of Sudan. Marine fish stocks are considered as a natural resource with critical significance for food security and livelihoods. Marine fish stocks are furthermore considered to be an underutilized resource with the potential to up-scale the predominantly artisanal fishery to a semi-industrial or industrial fishery. Thus the proposed project is in line with outcome two under pillar one (poverty reduction, inclusive growth, sustainable livelihoods) of the UNDAF 2013-2016 for the Republic of the Sudan which aims at making relevant institutions more effective in the sustainable management of natural resources as well as with outcome five under pillar three (governance and rule of law), which aims at strengthening government institutions at all levels to effectively plan, deliver and monitor their services. The project is also in line with the Government of National Unity's Five Year National Development Plan 2012-2016 which aims at promoting sustainable economic development by encouraging a competitive private sector, supporting key infrastructure and agriculture projects, and building a knowledge-based economy.

Furthermore the project - by providing the knowledge base that will be required for the modernisation of the artisanal marine fisheries and for the development of a sustainable semi-industrial marine fishery sector - is aligned with the strategy of the Norwegian Embassy in Khartoum to support the sustainable management of natural resources and economic diversification in the Republic of the Sudan, which has become one of the major challenges for Republic of the Sudan following the severe economic effects of South Sudan's secession.

The project is also aligned with the goals of the overall Norwegian Development policy; Fish for Development was announced as a new initiative in October 2013 for the 2014 aid budget. The Fish for Development Initiative is intended to support sustainable resource management and institutional development.

The project will contribute to achieve the MDG 1: Eradicate extreme poverty and hunger and MDG 7: Ensure environmental sustainability

The three main components of the project will be:

- 1) The provision of technical assistance, building of capacities and facilitation of the implementation of one annual monitoring survey of the fisheries resources along the Red Sea State coast throughout the project implementation period.
- 2) The provision of technical assistance, building of capacities and facilitation of the development of a database of fish delivered at the Zigala market and catch and effort data from fish landed at the three improved fish landing sites.
- 3) The continued provision of limited technical assistance and building of managerial capacities targeted towards enabling the three improved fish landing sites to become financially self-sustaining entities as a pre-condition for cost effective collection of data on catch per unit effort and other fisheries dependent data that cannot be obtained at the Zigala market.

Training, capacity building and catalytic support will be provided for the implementation of the annual monitoring surveys (45 days at sea). Since neither the Republic of the Sudan nor any of the neighbouring states has any suitable research vessels, it is suggested to use a recreational scuba diving vessel, as for the project TESUD12004 "Surveys of renewable marine resources in the Red Sea State, Republic of the Sudan". The M/S Don Questo used in this project is the only vessel currently operating in the EEZ of the Republic of the Sudan that is suitable for the implementation of these surveys. The M/S Don Questo was built in Selby (England) in 1964 as a trawling vessel, transformed into an oceanographic research vessel in 1984. In 1998 it was refitted into a diving vessel, and was identified as the only vessel meeting the technical requirements of the trap survey<sup>2</sup>. The M/S Don Questo is also the only vessel currently operating all the way south to the Eritrean boarder. For the establishment of the fisheries data base, training, capacity building and catalytic support will be provided in order for the information of actual fish landings to be collected in a

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<sup>2</sup> M/S Don Questo is the only live aboard vessel with a hydraulic platform as required for the implementation of the surveys.

systematic and standardized manner. The total landings will be estimated from the fish delivered to the Zigala market, while vessel, catch and effort data will be sampled from landings at the three improved fish landing sites.

Hard and soft-ware required for the central collection, storage and processing of fishery dependent and independent data will be identified through an interactive and participatory planning process, and required equipment will be provided at the location of the individual data collection points. Counterpart staff will be trained at regular intervals in the collection, processing and analysis of the data, as well as in the introduction of a quality assurance and quality control systems. There will also be carried out formal training courses in related topics such as sampling theory, fisheries dynamics, fish biology, applied statistics and IT. In between training sessions, local counterpart staff will be coached by IMR experts by means of low-cost electronic communication platforms such as skype and e-mail, and remote PC interface enabling IMR experts to access local computers in real time. The IMR database experts will also have online access to the database via internet.

Data on total fish catches will be collected at Zigala market. Zigala market is the one and single central fish market in the Red Sea State. The bulk majority of commercial fish catches are delivered to Zigala market; regardless whether the fish was landed at an artisanal or at one of the 3 improved landing sites. Therefore Zigala market constitutes the ideal location for the collection of data on the total of commercial landings in the Red Sea State.

For the collection of data on specific fishery dependent data, like information of catch per unit effort, and biological characteristics of the catches that are representative for the total catch, the improved landing sites have been identified to constitute the location where representative data can be collected with minimal effort.

Given that the three improved fish landing sites were established as recent as in 2012, some technical assistance will be required in order to consolidate the commercially viable operation of these three sites. Provision of technical assistance will thus be facilitated in order to ensure their commercially viable operation. In the Red Sea State the three improved landing sites constitute the only location where specific fishery dependent data can be collected efficiently, and therefore their sustainable operation is of pivotal significance for cost effective collection of fisheries data required for fisheries management in the future. The project will provide limited and targeted technical assistance until more comprehensive technical assistance may be provided under the second phase of the project (TFSUD09002 "Recovery of coastal livelihoods in the Red Sea State through the modernization of artisanal fisheries and creation of new market opportunities") as proposed by UNIDO to the OPEC Fund for International Development (OFID). For the provision of the limited trainings an annual budget of € 40.000 has been allocated for the years 2015-2017 (see output 2 activity 2.8 in para E 1 budget). Upon approval of funding of the second phase of the project "Recovery of coastal livelihoods in the Red Sea State through the modernization of artisanal fisheries and creation of new market opportunities" all costs related to the ILS (the salaries for the LS managers and the training costs will be borne by this project. Further economies of scale will be achievable by sharing the costs for the staff and operations of the Port Sudan project office. UNIDO will immediately inform the Norwegian Embassy on any developments in this regard so that any unutilized funds budgeted for these activities can be either returned to the embassy or it can be proposed to use them to support additional activities.

The proposed project will create the knowledge based foundation required the development of a sustainable artisanal and semi-industrial marine fishery in the Republic of Sudan through building the institutional capacities for the implementation of fish stock surveys, and providing technical assistance to build the institutional capacities for the development and maintenance of fisheries data base, as well as for the analysis and use of data collected. .

While the Marine Fisheries Administration in the Ministry of Agriculture, Animal Resources and Fisheries, the Faculty of Marine Sciences and Fisheries in the Red Sea University and Red Sea Fisheries Research Centre, Port Sudan will be the direct beneficiaries of the TA for the strengthening of institutional and individual capacities, coastal communities, artisanal fishermen associations and the private sector engaged in fish trade and commercialization will be the indirect beneficiaries since only a sustainable management of the marine fishery can guarantee their mid-term livelihood, food

security and secure their income generating activities. The project will involve and address direct and indirect beneficiaries.

## CURRENT STATUS OF IMPLEMENTATION

The following activities were carried out from September 2014 until 30 June 2015:

- a) From September 2014 until end January 2015 UNIDO kept the core staff of the Port Sudan Project Office (Administrative/Financial Officer, Liaison Officer, Driver and Security) and the Landing Site Managers under contract. Costs were covered from the UNIDO contribution (€ 35.000). From 1<sup>st</sup> February onwards the costs for the recruitment of this staff were charged to the Norwegian contribution.  
The position of the National Project Coordinator (NPC) was advertised in February 2015 and during the Inception Mission (28th February – 14th March) the three short listed candidates were invited to Port Sudan and interviewed by IMR experts and the UNIDO project manager. Mr. Salih Hassan Mohamed EL THAIR was unanimously retained as the best candidate and offered the position. He accepted the offer and reported to duty on 5 May 2015.  
In line with the requirements of the project, the position of the logistics officer was advertised in March 2015. Shortlisted candidates were interviewed by the UNIDO representative to Sudan Mr. Khaled EL MEKWAD. Mr. Haider MOHAMMED ABDELRAHMAN KHAMIS was retained as the best candidate. He took-up his assignment on the 1<sup>st</sup> May 2015.
- b) The repair of the MFA vessel was contracted in October 2014 using the UNIDO bridging funds. Repair works were completed in June 2015 so that the vessel will be fully functional for the method verification survey (28 July -11 August).
- c) An offer has been solicited by UNIDO from IMR for the provision of subject matter expertise. In this offer the entirety of the services to be provided over the whole project implementation period was broken down into 34 work packages. In line with funds availability (UNIDO can only establish contracts up to the amount of funding actually received) a subcontract for the provision of the services related to the work packages set-out below was established. The subcontracts with IMR for the provision of scientific subject matter expertise was established in January 2015 and a first amendment to this contract was made in March 2015.

Work packages contracted so far:

- WP 1 Provision of technical assistance during the 2 weeks inception mission by three IMR experts (team leader, fisheries statistics expert, database expert) (€92,091.43)
- WP 2 Design and provision of 12 collapsible stainless steel pots/traps and 12 BRUVS (Baited Remote Underwater Video Stations) (€50.000)
- WP 3 International expertise for the preparation of the survey plan for the 2015 pilot/method verification survey (€12,299.82)
- WP 4 Provision of technical assistance for the first 12 day data base/fisheries statistics training session in Port Sudan by three IMR experts (team leader, fisheries statistics expert, database expert) (€73,774.23)
- WP 5 Provision of technical assistance for the first formal training (2 weeks in Port Sudan) by an IMR senior scientist with the required subject matter expertise (€25,574.75)
- WP 6 Technical assistance, backstopping and coaching of Sudanese counterparts by IMR experts by three IMR experts (team leader, fisheries statistics expert, database expert) (March-June 2015) (€79,566.74)
- WP 7 Summary reporting on the training activities provided between March and end June 2015 (€6,149.91)
- WP 8 International Expertise for the 2015 pilot survey (28 July – 11 August) (€79,394.81) IMR will provide a scientific cruise leader and a technical cruise leader.
- WP 9 International Expertise for the preparation of 2015 winter survey (20 October – 05 December) (€23,236.08)

The total value of the subcontract established with IMR during the reporting period amounted to €442,087.76.

- d) The establishment of the subcontract with Aqua Action for Water Sports Ltd. for the provision of the vessel M.V. Don Questo for the implementation of the four surveys was completed. An

offer has been solicited for the provision of the vessel and its crew for the 4 surveys. In line with fund availability a subcontract for the provision of the Don Questo for the 15 days pilot/method verification survey and for the 45 days at sea 2015 winter trap survey were established.

- Subcontract for the 15 days at sea pilot/method verification survey (€23,572.50)
- Subcontract for the 45 days at sea 2015 winter trap survey (€ 74,253.38)

The total value of the subcontract established with Aqua Action for Water Sports amounted to €97,825.88

- e) Priority equipment for the implementation of the pilot/method verification survey (fishing gear, Baited Underwater Remote Video Stations) as well as priority equipment for the establishment of the fisheries statistics system and priority laboratory equipment was identified during the Inception Mission and procurement/transport was launched in April 2015.
- f) The Inception Mission was carried out by the IMR team leader, the IMR fisheries statistics expert, the IMR data base expert and the UNIDO project manager from 28 February until 14 March 2015. During this mission the first Project Steering Committee Meeting was organized by UNIDO on 11<sup>th</sup> March 2015. Annex I of the first progress report contains a detailed report on the items discussed and the issues agreed upon including the detailed workplan and budget for 2015 approved by the Project Steering Committee. The workplan and budget for 2016 will be agreed upon during the 2<sup>nd</sup> Project Steering Committee meeting that will be organized in the second semester 2015.
- g) Due to delayed launch of the project and due to limited vessel availability (the M.S. Don Questo was fully booked from December 2014 until July 2015, the pilot survey/method verification survey can only be implemented from 28 July until 11 August 2015).
- h) During the inception mission (28 February – 14 March) the IMR fisheries statistic expert and the IMR data base expert had intensive consultations with Sudanese counterparts on the development of the fisheries statistics system. A data sheet template and a statistically well founded sampling scheme (see Annex 2 first progress report) were developed to allow collecting representative samples with minimal effort in Zigala market and at the three improved landing sites (detailed report in Annex 3 first progress report). In order to prepare the MFA for the use of a more complex data base it was agreed that in a first step all data collected should be processed in a high end standalone desk top with the standard MS office software and a strong anti-virus software. These items were provided to MFA by the project. This computer also allowed the Sudanese counterparts to have a cost efficient communication possibility with the IMR experts which provided regular backstopping services by using modern and cost effective communication technologies e.g. skype.
- i) Initial works on the design of the database architecture were carried out by IMR and it was decided to use the open source database/ analysis software package PasGear jointly between the IMR and the University of Bergen in the first phase to store data collected at Zigala market and the three improved landing sites as well as during the surveys. From PasGear the data will be exported to the custom built database to be used in the project, as the sampling program in Sudan requires that you have a centralized database that can be updated from several sources and back-up centrally. Initial steps towards the design of this custom built data base have been undertaken and will be completed during the second half of 2015.
- j) During the reporting period one state of the art PC equipped with MS office and antivirus software was procured for MFA. Further working stations will be procured in the second half of 2015 in line with the specifications to be provided by IMR.
- k) The first two weeks training session on the establishment of the fishery statistics system/database was conducted by IMR from 8<sup>th</sup>-19<sup>th</sup> June 2015 (see Annex 5 first progress report).
- l) During the inception mission it was agreed between the national stakeholders that the first formal training should be on fish taxonomy in order to strengthen institutional capacities in the identification of fish families and species as required for the proper data collection in Zigala market and the three ILS. Due to the availability of the IMR international expert for fish taxonomy this training mission had to be deferred to 5<sup>th</sup> – 16<sup>th</sup> October 2015 with a preparatory mission that will take place from 07<sup>th</sup> -12<sup>th</sup> September.
- m) Immediately after the inception mission the IMR team started to provide backstopping and quality assurance services to the Sudanese counterparts for the proper collection and storage

of the data on fish landings collected at Zigala market and at the three improved landing sites. (see Annex 6 first progress report).

- n) Over the period 1<sup>st</sup>- 31<sup>st</sup> May 2015 a business development consultant provided 21 days inputs for the development and implementation of tailor made business development training course for management and operations staff of the three improved landing sites. During his mission to Port Sudan the consultant undertook a business practice assessment of the operations at each of the three fish landing sites in order to identify specific business practice subjects that require improvement. Based on the business practices assessment, a three day course to amend basic business operations to best reflect identified subjects for improvement was conducted for the management of the landing sites. The course focussed on marketing and pricing, the market mix, and the marketing plan. The second main aspect was pricing of the services and products (ice) provided by the improved landing sites in order to achieve full cost recovery. In each landing site 12 individuals received a training course on business administration (detailed report in Annex 4 first progress report)

**The following activities were carried out from 1<sup>st</sup> July until 31 December 2015:**

- a) The Individual Service Agreement with Mohamed Abdalla Mohamed SALIH to pilot the MFA vessel and train MFA staff during 15 days at sea pilot/method verification survey was concluded on 14 July 2015.
- b) The 15 days at sea pilot/method verification survey was implemented from 28 July-11 August (see annex 1 second progress report for the detailed report).
- c) 6 Sudanese counterparts were trained on age determination methods by IMR/Bergen University/Bjerkness Centre in Bergen/Norway from 31 August – 11 September (see annex 2 second progress report for detailed report).
- d) Due to budgetary constraints resulting from the exchange rate losses (see annex 3 detailed report on 2<sup>nd</sup> Steering Committee Meeting) it was decided in consultation with the Institute for Marine Research that the second two weeks fisheries statistics training workshop (planned for September 2015) will have to be cancelled. To compensate for this the efforts provided by IMR for backstopping Sudanese counterparts in the development of the fishery statistics system have been ramped up and the date of the next 2 weeks training session to be conducted by IMR experts in Port Sudan (which was planned for April or May 2016) has been moved forwards to early January 2016.
- e) From 7-12 September Dr. Franz Ueblein an internationally recognized fish taxonomy expert from IMR was on mission to Port Sudan to prepare the 2015 formal training on fish taxonomy. The training session was delivered from 5-16 October 2015 (see annex 4 second progress report for detailed report).
- f) The survey plan was developed by IMR, submitted and endorsed by UNIDO on 15 October 2015 (see annex 5 second progress report)
- g) The Individual Service Agreement with Mohamed Abdalla Mohamed SALIH to pilot the MFA vessel and train MFA staff during 45 days at sea 2015 survey was concluded on 9 October 2015.
- h) The 2015 45 days at sea survey was implemented as planned from 20 October until 3 December 2015 (see annex 6 second progress report for preliminary report). During the survey Sudanese participants have expressed their interest to contribute to a higher degree to the substance of the survey report. While this is a very positive development, which confirms the impact the IMR capacity building had and which also confirms that Sudanese scientists start to take stronger ownership of the project, this requires some back and fro between the Sudanese scientists and the Norwegian experts in order to assure quality and consistency. It is expected that this process will last until the end of March 2016. Therefore at this point in time, only an interim report will be submitted. The complete report on the 2015 survey providing the scientific information collected by Sudanese experts will be provided as an annex to the half yearly report for the first semester 2016.
- i) The Second Project Steering Committee Meeting was organized on 25 October 2015 in the UNIDO port Sudan Project Office (see annex 3 second progress report for detailed report).
- j) IMR provided backstopping to Sudanese counterparts for the establishment of the fishery statistics system throughout the reporting period (see annex 7 second progress report for detailed report).
- k) Subcontracts:

During the previous reporting period a financial and technical offer was solicited from the Norwegian Institute of Marine Research (IMR) for the provision of subject matter expertise as stipulated in the project document. In line with funds availability (UNIDO can only establish contracts up to the amount of funding actually received) an initial subcontract for the provision of the services related to the work packages as per IMR's offer was established. Whenever instalments are received from the Norwegian Embassy this subcontract is amended.

To reflect the cancellation of the second two weeks fisheries statistics training workshop (planned for September 2015) an amendment was made to the IMR subcontract on 5 July.

Following receipt of the third instalment of NOK 5,000,000 from the Norwegian Embassy on 28 August 2015 the subcontract with IMR was amended and the following work packages of IMR's financial and technical offer were contracted:

- WP 10 Provisions of International Expertise for the 2015 winter survey (20 October – 05 December) (€186,684.37)
- WP 12 Technical assistance, backstopping and coaching of Sudanese counterparts by IMR experts (July-December 2015) (58,757.11)
- WP 13 Tuition for Sudanese experts during their 2 weeks training in Norway (€ 17907.52)
- WP 14 Participation by the IMR team leader in the 2nd Project Steering Committee and summary reporting on the training activities provided between July and end December 2015 (€20,809.62)
- WP 15 Provision of technical assistance for the third 12 day data base training session in Port Sudan (€51,292.63)

The total increase in the value of the subcontract established with IMR during the reporting period amounted to € 335,451.25. With this increase effected during the implementation period the overall value of the IMR sub-contract was increased to €777,539.01.

As summary on the trainings provided by IMR during the reporting period is provided in Annex 8 second progress report)

**The following activities were carried out since 1st January 2016:**

- a) The second fishery statistics training was implemented from 11<sup>th</sup> -18<sup>th</sup> January 2016. IMR initially proposed to send 4 experts for this training. After consultation it was agreed that it would make more sense to have one training by 2 experts in January and second training by two experts in May.
- b) The second formal training on setting up underwater video surveys, processing and analysing the data was carried out from 1<sup>st</sup>-15<sup>th</sup> April.
- c) The third fishery statistics training was implemented from 19<sup>th</sup> -30<sup>th</sup> May.
- d) Throughout the reporting period the UNIDO National Project Coordinator maintained intensive contacts with the Ministry of Agriculture Animal Resources and Fisheries, Red Sea State to assure that the Ministry honoured the pledges made during the second steering committee meeting to facilitate the work of the fish inspectors at Sigala market.
- e) The final selection of the 8 to be trained in September in Norway on fishing gear technology was confirmed and efforts to obtain a visa for their training in Norway were launched.
- f) IMR experts continued to provide backstopping to Sudanese counterparts for the development of the fishery statistics system.
- g) Procurement of equipment (6 fish traps lost during the 2015 45 days at sea survey, additional fishing gear, additional go-pro cameras, scales) and of hard and software (3 high performance lap tops and additional licences for the SeaGis software) as per the material/equipment needs list prepared by IMR was carried out. Equipment was transported to Sudan and import procedures were launched.
- h) Subcontracts:

During the initial phase of this project a financial and technical offer was solicited from the Norwegian Institute of Marine Research (IMR) for the provision of subject matter expertise as stipulated in the project document. In line with funds availability (UNIDO can only establish contracts up to the amount of funding actually received) an initial subcontract for the provision

of the services related to the work packages as per IMR's offer was established. Whenever instalments are received from the Norwegian Embassy this subcontract is amended.

Following receipt of the fourth instalment of NOK 6,000,000 from the Norwegian Embassy on 16 March 2016 the subcontract with IMR was amended to and the following work packages of IMR's financial and technical offer were contracted:

- WP 16 Provision of technical assistance for the second formal training session (12 days) (€ 23.295,43)
- WP 17 Technical assistance, backstopping and coaching of Sudanese counterparts by IMR experts (January to June 2016) (€ 49.582,94)
- WP 18 Summary reporting on the training activities provided between January and end June 2016) (€ 18.859,82)
- WP 19 International Expertise for the preparation of 2016 winter survey (€ 21.257,16)
- WP 21 Provision of technical assistance for the fourth 12 day data base training session in Port Sudan (€ 45.472,35)
- WP 23 Tuition for Sudanese experts during their 2 weeks training in Norway (€ 16.228,67)

The total increase in the value of the subcontract established with IMR during the reporting period amounted to € 174.696,67. With this increase effected during the implementation period the overall value of the IMR sub-contract was increased to € 952,235.68.

In line with the decisions taken in the second Steering Committee Meeting the actual exchange rate of Norwegian Crowns to Euro at the point in time when the 4<sup>th</sup> instalment was received, has been applied for the services to be provided by IMR for this contract amendment.

The subcontract with Aqua Action for Water Sports Ltd. for the charter of the MS Don Questo for the 2016 45 days at sea survey (20<sup>th</sup> Oct- 3<sup>rd</sup> December) over Euro 77,966.04 was established in April.

## WAY FORWARD

Further project activities in 2016 will be implemented as per the provisions of the project document and as per the workplan approved in the 2<sup>nd</sup> SCM.

- **3<sup>rd</sup> quarter (Aug. 24<sup>th</sup> – Sept. 7<sup>th</sup>)** :training of 8 Sudanese counterparts (2 weeks) in Norway (IMR/Bergen University) on fishing gear
- **3<sup>rd</sup> quarter**: Mid term evaluation
- **4<sup>th</sup> quarter (Oct. 17<sup>th</sup>)**: Third SCM, detailed work plan 2017
- **Oct. 13<sup>th</sup> – Oct. 20<sup>th</sup>**: Pre-survey planning mission by IMR team.
- **Oct. 20<sup>th</sup> – Dec. 3<sup>rd</sup>**: 2<sup>nd</sup> survey (45 days)
- **Throughout the year**: backstopping of Sudanese counterparts by IMR experts on fisheries statistics system and ILS managerial training

## BUDGET INFORMATION (as per

Project No.	Total Allotment	Total Expenditure	% Implementation	Donor
SAP ID 130130 Grant No 2000002943	EUR 1,929,924.30	EUR 1,499,299.89	48%	Norway
SAP ID 130130 Grant No 2000002790	EUR 35,000	EUR 34,969.83	100%	UNIDO

## **PURPOSE OF THE EVALUATION**

The purpose of this independent evaluation is to assess the effectiveness, efficiency and likelihood of sustainability of the project and provide recommendations for the implementation of the 2<sup>nd</sup> part of the project implementation period, which is expected to last until the end of 2017.

The evaluation will also address to the extent meaningful other standing evaluation criteria singled out in UNIDO's evaluation policy, such as relevance, impact, as well as management, gender mainstreaming, environmental sustainability, alignment with the UNIDO's Inclusive and Sustainable Industrial Development (ISID) agenda, and potential to promote ISID.

The evaluation will be thus a forward-looking exercise and seek to identify the best practices and areas for improvement in order to draw lessons that can be used in the implementation of the 2<sup>nd</sup> part of this project and for similar projects to be implemented by UNIDO in other countries and the region.

Short-term interest is that the current mid-term evaluation will provide the basis for the second part of the project implementation period for this project. Therefore, the recommendations of this evaluation should be available in time to be taken into account in the implementation of the second part of this project

The long-term interest comes from the strategic potential the transition from an artisanal to a sustainable (semi-) industrial fishery has for the socio-economic development and food security in the Red Sea State. In this connection, the evaluation will produce lessons learned and recommendations on how UNIDO TA can contribute to support the Red Sea State in the realization of this potential/

The evaluation aims to produce:

- Short-term recommendations for UNIDO for the second half of the project implementation period
- Strategic recommendations for UNIDO for the provision of additional TA in support of the realization of the socio-economic development potential of the transition towards a (semi-)industrial marine fishery in the Red Sea State;

The evaluation will assess the achievement of results, as stated in the project document and the contributors to success or lack thereof. Moreover, the evaluation will assess the interventions design, level of national ownership, relevance to various stakeholders and the exploration of synergies with other UNIDO projects and with initiatives of the Government. It will follow a consultative process and seek inputs from a broad range of stakeholders.

The Evaluation will be undertaken as per UNIDO Evaluation Policy, the Guidelines for Technical Cooperation Programmes and Projects and the project document. The Project Manager, in collaboration with the Independent Evaluation Division (IEV) will commission the in-depth, independent evaluation.

## **SCOPE OF THE EVALUATION**

The mid-term project evaluation will cover the project implementation period from 2014 till the mid 2016 covering all the activities that are part of the project, with particular focus on the

performance indicators achieved, including inputs and activities, impact and sustainability of the project implementation.

- Consider all the activities that are part of the project;
- Cover the entire results chain from inputs and activities to impact and sustainability and review processes as well as results;
- Produce recommendations for the second part of the project implementation period (e.g. what has worked and what has not and what are the lessons from implementation to date, which issues needs to be addressed in the second half of the project implementation period and what conditions should be in place);

## **EVALUTION ISSUES AND KEY EVALUATION QUESTIONS**

The evaluation consultant(s) will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires in line with the above evaluation purpose and focus descriptions.

However, the following issues and questions are expected to be included in the assessment:

### **Ownership and relevance**

The extent to which:

- The project objectives, outcomes and outputs are relevant to the different target groups of the intervention;
- The counterpart(s) has (have) been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach;
- The outputs as formulated in the project document are relevant and sufficient to achieve the expected outcomes and objectives;.

### **Efficiency of implementation**

The extent to which:

- UNIDO and counterpart inputs have been provided as planned and were adequate to meet requirements.
- The quality of UNIDO inputs and services (expertise, training, methodologies, etc.) was as planned and led to the production of outputs.
- UNIDO procurement services are provided as planned and were adequate in terms of timing, value, process issues, responsibilities, etc.

### **Project coordination and management**

The extent to which:

- The national management and overall field coordination mechanisms of the project have been efficient and effective;
- The UNIDO management, coordination, quality control and technical inputs have been efficient and effective;

- Monitoring and self-evaluation was based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management;
- Changes in planning documents during implementation have been approved and documented;
- Synergy benefits can be found in relation to other UNIDO activities in the country or elsewhere.

### **Effectiveness**

The extent to which:

- Outputs have been produced and how the target beneficiaries use the outputs;
- Outcomes have been or are likely to be achieved through utilization of outputs;
- The project/programme contributes to inclusive and sustainable industrial development.

### **Impact and sustainability**

- To what extent developmental changes (economic, environmental, social, inclusiveness have occurred or are likely to occur as a result of the intervention and are these sustainable;
- Was sustainability correctly factored in the project strategy (risks analyzed and assumptions identified at design stage and appropriately monitored during implementation);
- What is the prospect for technical, organizational and financial sustainability.

The following gender mainstreaming and environment related questions shall be also covered by the evaluation.

### **Gender and youth**

- To what extent have women and youth benefited from the project/can be expected to benefit?
- Has gender been mainstreamed in the implementation of the project?
- Have gender analyses been included in baseline studies, monitoring and reporting?
- Has there been gender balance in the contracting of experts and consultants?

### **Environment**

- Has the project promoted environmental sustainability?
- Are any positive environmental benefits likely, even if they may be indirect?

## **EVALUATION APPROACH AND METHODOLOGY<sup>3</sup>**

This evaluation will be carried out in accordance with UNIDO Evaluation Policy and the Guidelines for the Technical Cooperation Programme and Project Cycle. While maintaining independence, the evaluation will adopt a participatory approach and will seek the views and

feedback of all parties. The lead evaluation consultant will liaise with the Project Manager on the conduct of the evaluation and methodological issues.

The lead evaluation consultant will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources (including literature reviews, field visits, surveys and interviews with counterparts, beneficiaries, donor representatives and program managers). The lead evaluation consultant will develop interview guidelines.

The evaluation will apply the standard for assessing the relevance of criteria of effectiveness, efficiency, impact and sustainability of programs to assess achievements against objectives and indicators outlined in the Logical Framework.

The methodology will be based on the following:

- Desk review of project document including, but not limited to:
  - (a) project / programme policy documents;
  - (b) The original project document, monitoring reports (such as half yearly progress and financial reports, output reports (case studies, action plans, sub-regional strategies, etc.) and relevant correspondence;
  - (c) Notes from the meetings of committees involved in the project (e.g. approval and steering committees);
  - (d) Other project-related material produced by the project.
    - Interviews with project management and technical support including staff and management at UNIDO HQ and in the field (UNIDO country office and Port Sudan Project Office) and – if necessary - staff associated with the project’s financial administration and procurement.
    - Interviews with project partners including Government counterparts, counterpart institutions and representatives of the Institute for Marine Research (IMR) as the sole provider of substance matter expertise for this project.
    - Interviews with intended users for the project outputs and other stakeholders involved with this project e.g. representatives of the Norwegian Embassy as the main donor for this project.
    - Other interviews, surveys or document reviews as deemed necessary by the lead evaluator and/or UNIDO EVA.

## TIME SCHEDULE AND DELIVERABLES

The Mid-Term Independent Evaluation is scheduled to take place in August 2016.

This section contains a timetable for the evaluation process with tentative deadlines for key events, tasks, deliverables and milestones.

Task	Description/ Deliverables	Timeframe
Contract signed with evaluators		<b><u>June 2016</u></b>
Desk review and development of interview guidelines, telephone interviews with IMR experts	Background materials provided by Project Manager	<b><u>August 2016</u></b>
Evaluation mission (briefing of	Mission report and information	<b><u>August 2016</u></b>

evaluators in the field, , field visits, field research, interviews, observation, questionnaires, etc.)	collected	
Interviews at HQ and presentation of preliminary findings	Presentation in English to Project Manager and project team	<b><u>August 2016</u></b>
Additional data collection and analyses of information collected, preparation of the draft evaluation report and circulation, within UNIDO for comments	Draft report	<b><u>August 2016</u></b>
Incorporation of comments and preparation of final draft report	Final draft report	<b><u>August 2016</u></b>
Sharing of draft report with main stakeholders. Collection of comments and finalization of report	Final report	<b><u>September 2016</u></b>
Presentation and submission to UNIDO, Government of Sudan and donors	Final Report and Management Response Sheet	<b><u>September 2016</u></b>

## **EVALUATION TEAM COMPOSITION**

The evaluation will be conducted by one international lead evaluation consultant with one national consultant who will be working under the guidance of the UNIDO Evaluation Manager in IEV in coordination with the Project Manager and with the project team in Sudan and in Vienna.

## **QUALITY ASSURANCE**

The Project Manager (PM) will be responsible for managing the evaluation, preparing the terms of reference (TOR) and the job description (JD) of the evaluation consultant(s) on the basis of guidance of UNIDO's Independent evaluation Division (IEV). The PM will forward drafts and final reports to IEV for review, distribute drafts and final reports to stakeholders (upon review by IEV), and organize presentations of preliminary evaluation findings which serve to generate feedback on and discussion of evaluation findings and recommendations at UNIDO HQ.

## **ANNEXES**

- Job Description for team member(s)
- TOC for the Evaluation Report
- Checklist on evaluation report quality

## Annex 1. Job Description for team member(s)



### UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Lead evaluator
Main Duty Station and Location:	Home based
Mission/s to:	Khartoum, Port Sudan
Start of Contract (EOD):	August 2016
End of Contract (COB):	September 2016
Number of Working Days:	23 days

#### **ORGANIZATIONAL CONTEXT**

The consultant will evaluate the projects according to the Terms of Reference. S/he will act as leader of the evaluation team and will be responsible for preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

#### **PROJECT CONTEXT**

As described in the MTE ToR.

#### **MAIN DUTIES**

The Lead Evaluator is expected to conduct the following duties:

Main Duties	Concrete/ measurable Outputs to be achieved	Expected duration (days)	Location
Conduct desk study of project document and relevant reports and conduct telephone interviews with IMR experts	Interview plan completed and validated by UNIDO	4	Home based
Undertake field mission to Khartoum and Port Sudan to interview the main stakeholders, including beneficiaries and donor representatives) presentation of preliminary findings to field stakeholders	Mission report and information collected	7	Khartoum, Port Sudan
Debriefing of the evaluation (Presentation of preliminary findings)	Presentation in English to Project Manager and project team	2	Vienna, Austria
Preparation of first draft evaluation report and submission for UNIDO feedback	Draft report	3	Home based
Finalization of report upon receipt of stakeholders' feedback	Final report	3	

## REQUIRED COMPETENCIES

- Long-term experience in project evaluation
- Experience from working with skills development/vocational training from an industry perspective
- Experience from working with organizational development, capacity and institutional building
- Knowledge of international institutions/organizations working on skills development
- Experience from the United Republic of Tanzania context/ or the African region

## MINIMUM ORGANIZATIONAL REQUIREMENTS

- Advanced university degree in social science related disciplines including development studies, development economics, political science, international relations, and peace studies, with training in social research methodologies;
- Minimum 10 years of professional experience in project evaluation;
- Proven track record in evaluation of UN projects.

**Languages:** Fluency in written and spoken English is required.

### **Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this evaluation.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

Title:	National Evaluation Consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Khartoum, Port Sudan
Start of Contract (EOD):	August 2016
End of Contract (COB):	September 2016
Number of Working Days:	20

**ORGANIZATIONAL CONTEXT**

The consultant will be part of the evaluation team, led by the International Evaluation consultant, to evaluate the project according to the Terms of Reference. S/he will work in close cooperation with the Lead Evaluator and will be responsible for preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

**PROJECT CONTEXT**

As described in the MTE ToR.

Under the leadership of the Team Leader (International Evaluation Consultant).. S/he will perform the following tasks:

<b>MAIN DUTIES</b>	<b>Concrete/ measurable Outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data...);	Consultant familiarized with project relevant documentation	3 days	Home-based
Assess the adequacy of legislative and regulatory framework in Sudan	Brief assessment of the adequacy of the country's legislative and regulatory framework	3 days	

Conduct field mission	Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.  Agreement with the International Consultant and Team Leader on the structure and content of the evaluation report and the distribution of writing tasks	6 days	Khartoum, Port Sudan
Prepare inputs to the evaluation report according to TOR and as agreed with Team Leader	Draft evaluation report	6 days	Home-based
Total		18 days	

#### REQUIRED COMPETENCIES

##### **Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

##### **Core competencies:**

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

##### **Managerial competencies (as applicable):**

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

#### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree in science, engineering or other relevant discipline like developmental studies or business administration.

##### **Technical and Functional Experience:**

A minimum of five years professional experience, including evaluation experience at the international level involving technical cooperation in developing countries. Exposure to the needs, conditions and problems in developing countries. Familiarity with the institutional context of the project is desirable.

**Languages:** Fluency in written and spoken English and Arabic is required.

**Absence of Conflict of Interest:**

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this evaluation.

## Annex 2: TOC for the Evaluation Report

### Table of Contents

#### Executive summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be 3-4 pages in length

#### I. Evaluation objectives, methodology and process

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

#### II. Countries and project background

- Brief countries context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project and important developments during the project implementation period
- Project summary:
  - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
  - Brief description including history and previous cooperation
  - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
  - Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
  - Counterpart organization(s)

#### III. Project assessment

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR. Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

- A. Relevance (Report on the relevance of project towards countries and beneficiaries)
- B. Effectiveness (The extent to which the development intervention's objectives and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
- C. Sustainability of Project Outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in partner countries, and its impact on continuation of benefits after the project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)
- D. Project coordination and management (Report project management conditions and achievements, and partner countries commitment)

#### IV. Conclusions, Recommendations and Lessons Learned

This chapter can be divided into three sections:

## **A. Conclusions**

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

## **B. Recommendations**

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor

## **C. Lessons Learned**

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lesson the context from which they are derived should be briefly stated

**Annexes** should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

### Annex 3: Checklist on evaluation report quality

Report quality criteria	UNIDO Independent Evaluation Division Assessment notes Rating	Rating
<b>Report Structure and quality of writing</b>		
The report is written in clear language, correct grammar and use of evaluation terminology. The report is logically structured with clarity and coherence. It contains a concise executive summary and all other necessary elements as per TOR.		
<b>Evaluation objective, scope and methodology</b>		
<p>The evaluation objective is explained and the scope defined.</p> <p>The methods employed are explained and appropriate for answering the evaluation questions.</p> <p>The evaluation report gives a complete description of stakeholder’s consultation process in the evaluation.</p> <p>The report describes the data sources and collection methods and their limitations.</p> <p>The evaluation report delivered in a timely manner so that the evaluation objective (e.g. important deadlines for presentations) was not affected.</p>		
<b>Evaluation object</b>		
<p>The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described.</p> <p>The key social, political, economic, demographic, and institutional factors that have a direct bearing on the object are described.</p> <p>The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles are described.</p> <p>The report identifies the implementation status of the object, including its phase</p>		

<p>of implementation and any significant changes (e.g. plans, strategies, logical frameworks) that have occurred over time and explains the implications of those changes for the evaluation.</p>		
<p><b>Findings and conclusions</b></p>		
<p>The report is consistent and the evidence is complete (covering all aspects defined in the TOR) and convincing.  The report presents an assessment of relevant outcomes and achievement of project objectives.  The report presents an assessment of relevant external factors (assumptions, risks, impact drivers) and how they influenced the evaluation object and the achievement of results.  The report presents a sound assessment of sustainability of outcomes or it explains why this is not (yet) possible.  The report analyses the budget and actual project costs.  Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report.  Reasons for accomplishments and failures, especially continuing constraints, are identified as much as possible.  Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings.  Relevant cross-cutting issues, such as gender, human rights, environment are appropriately covered</p>		
<p><b>Recommendations and lessons learned</b></p>		
<p>The lessons and recommendations are based on the findings and conclusions presented in the report.  The recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?').  Recommendations are implementable</p>		

<p>and take resource implications into account. Lessons are readily applicable in other contexts and suggest prescriptive action.</p>		
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*Rating system for quality of evaluation reports*

*A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory*

*= 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.*



## ANNEX 5. Logical Framework

	<b>Intervention logic</b>	<b>Objectively verifiable indicators</b>	<b>Sources of verification</b>	<b>Assumptions</b>
<b>Development goal/impact</b>	Contribute to sustainable management of marine fisheries in the Red Sea State	Management plans in line with Maximum Sustainable Yields <sup>4</sup> enacted by the Red Sea State Government Fish stocks and catches monitored by the Marine Fisheries Administration and management plans adjusted according to observed changes in stocks and catches	Depository of fishery regulations issued by the Red Sea State. Annual Reports on fish stocks and landings and knowledge based policy advice issued by the Marine Fisheries Administration.	
<b>Outcome(s)/immediate objective(s)</b>	Key institutions in the Red Sea State have strengthened their capabilities (in terms of hardware, software and institutional capacities) to develop and maintain a data base on fish stocks and fish landings in the Red Sea State	Up to date information on fish stocks and catches available in a centralized data base with the Marine Fisheries Administration 75% of staff trained report that they have been enabled to use the data base to pick-up signals about stock changes 75% of staff trained report that they have been enabled to plan	Assessments by external experts. Feed-back, interviews with staff trained. Surveys/questionnaires filled in by participants after the completion of trainings.	Government of the Red Sea State provides MFA with an commensurate budget after completion of project implementation to continue the collection of data on fish stocks and catches

<sup>4</sup> **maximum sustainable yield** or **MSY** is theoretically, the largest yield (or catch) that can be taken from a species' stock over an indefinite period. The concept of MSY aims to maintain the population size at the point of maximum growth rate by harvesting the individuals that would normally be added to the population, allowing the population to continue to be productive indefinitely.

		surveys		
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<b>Outputs</b>	1) 4 surveys (in total 150 days at sea) implemented as an applied scientific assessment of fish stocks	30 national counterparts experts trained every year in survey techniques (planning and implementation) and in at sea/on board analysis while at sea for the collection of fishery independent data	Survey reports.	Project has free access to coastal waters in the Red Sea State and can use the MFA vessel for surveys
	2) A web-based centralized data base of fisheries data, including total landings estimated for fish delivered to the Zigala marked and catch and effort data sampled at the three improved landing sites is operational	Physical existence and functionality of a web-based centralized data base 30 national counterparts trained in data collection, processing, analysing and interpreting	Possibility to retrieve data from the web-based data base Reports on training sessions Half yearly project progress reports	MFA will be granted the required human and financial resources to staff and operate a data management structure

<b>Activities</b>	What the project does	N.A.	N.A.	
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