



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

**Building institutional capacities for the sustainable management of
the marine fishery in the Red Sea State Phase II**

UNIDO ID: 170230

September 2024

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹

Project title	Building institutional capacities for an eco-system approach to management of the marine fishery in the Red Sea State (Phase II)
UNIDO ID	170230
Country(ies)	Sudan
Project funding partner(s)	The Royal Norwegian Embassy, grant managed by Norad
Planned project start date (as indicated in project document)	January, 2019
Actual project start date (First PAD issuance date)	January 2019
Planned project completion date (as indicated in project document)	December 2022
Actual project completion date (as indicated in UNIDO ERP system)	December 2024
Project duration (year):	Planned: 4 Actual: 6
Implementing agency(ies)	UNIDO
Government coordinating agency	Federal Ministry of Industry Agricultural Sector, Ministry of Production and Economic Resources, Red Sea State
Executing Partners	
Donor funding	Euro 4,899,598.54
UNIDO input (in kind, USD)	Euro 394,490.19
Local counterpart input (in kind)	Euro 196,683.95
Gender Marker	1a
Mid-term review date	November, 2021
Planned terminal evaluation date	October-December 2024

(Source: Project document, UNIDO ERP system)

2. Project context

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 km² including a shelf area of 22.300 km².

¹ Data to be validated by the Consultant

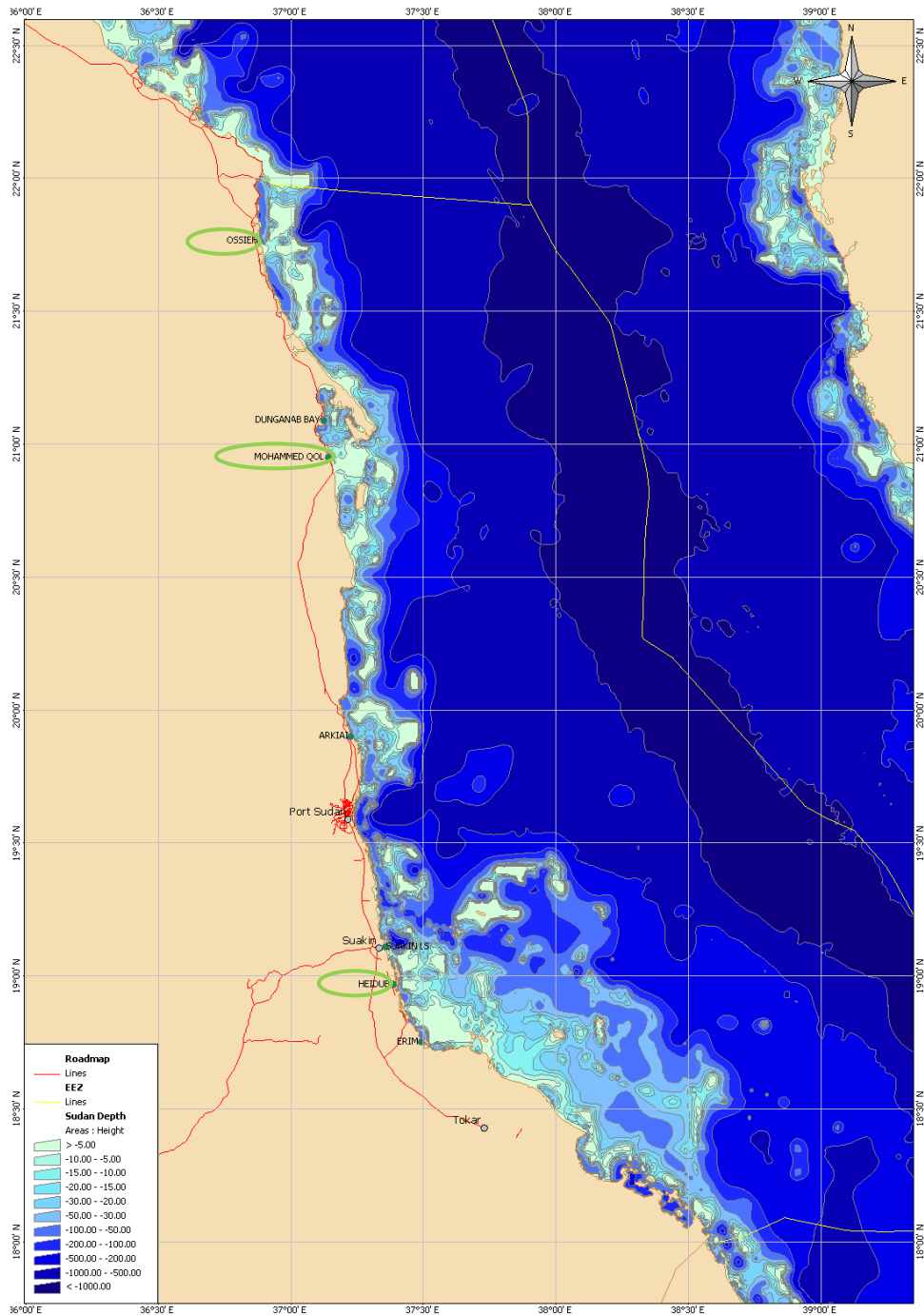


Figure 1 Bathymetric map of the Red Sea State Coast showing most important towns and improved fishing landing sites

The total population of the State is officially estimated at 1,396,110 people (RSS Gov-2015) 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/year². 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 (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 estimated 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

The project aims to consolidate the knowledge base for the sustainable management and development of artisanal and semi-industrial fisheries in the Red Sea Sate of the Republic of Sudan by continuing to strengthen institutional capacities of the Marine Fisheries Administration for the maintenance and use of a Fishery Statistics System (FSS), the mapping of marine fisheries resources and landings and the development, implementation and monitoring of management plans adopting the Ecosystem Approach to Fisheries Management (EAFM),

The project contributes to the establishment of an ecosystem approach to the management of key commercial and harvested fish species in the Exclusive Economic Zone (EEZ), within biologically sustainable levels and increase the economic benefits from sustainable fisheries in a least developed country. Thus, by contributing to achieve targets 14.2, 14.4 and 14.7 of SDG 14 'Conserve and sustainably use the oceans, seas and marine resources for sustainable development' the project will contribute to reducing the prevalence of undernourishment in the Red Sea State and to sustain per capita economic growth, thereby contributing to targets set under 2.1 of SDG 2 'End hunger, achieve food security and improved nutrition and promote sustainable agriculture'. Furthermore, by making decision makers aware of the economic potential of sustainably managed marine resources for non-fisheries related socio-

² FAO Fishery Country Profile

economic development the project will also contribute to achieve target 8.1 of SDG 8. 'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all'.

Technical Assistance provided by UNIDO under this project aims at building the institutional capacities for the further consolidation of the FSS, the inclusion of data from trawling and purse seining into the FSS, to build the institutional and individual capacities in Sudanese partner institutions to use the data collected in the FSS for the development of eco-system based management plans for 2 key commercial species and to assess the economic potential for sustainable fish based added value industrial processes in the Red Sea State. This project is fully complementary and builds-up on the achievements of other projects previously implemented by UNIDO in the Red Seas State for the promotion of a sustainable marine fishery.

3. Project objective and expected outcomes

The outputs of the project are:

- 1) Output 1: The Fisheries Statistics System (FSS) and the marine fisheries stocks and landings are mapped and further consolidated. Through technical assistance, training, and capacity building;
- 2) Output 2: A statistically relevant sampling scheme for trawling and purse seining data developed and integrated into the FSS;
- 3) Output 3: The implementation of two coral reef ecosystem surveys of focal reef sites along the Red Sea State coast facilitated and the analysis reports prepared;
- 4) Output 4: The management plans developed and implemented for key harvested species following the Ecosystem Approach to Fisheries Management, including the development of specific ecosystem informed technical management advice for the Roving Coral Grouper (*Plectropomus pessuliferus*, "Najil"), the Squaretail Coral Grouper (*Plectropomus areolatus*, "Silimani") and other highly valuable exported species of special concern;
- 5) Output 5: A feasibility study implemented/conducted to assess the ecologic potential and economic limitations of the Sudanese EEZ in the Red Sea as a fragile ecosystem to provide marine resources and ecosystem services, which can contribute to socio-economic development and inclusive and sustainable industrial development in the Red Sea State;
- 6) Output 6: Effective office management and logistical support provided; and,
- 7) Output 7: A Mid Term and a Final Evaluation carried out.

CURRENT STATUS OF IMPLEMENTATION

On 15 April 2023, a violent power struggle broke out in Sudan's capital of Khartoum between the two main factions of the ruling military regime: the Sudanese Armed Forces (SAF), which acts as the official Sudanese army, and a rival paramilitary force, the Rapid Support Forces (RSF). United Nations (UN) officials evacuated both the capital of Khartoum and far west Darfur region, where the war has been fiercest so far, leaving only a skeleton staff behind in Port Sudan to coordinate the UN's humanitarian effort.

On 21 April 2023, UNIDO established a Sudan Crisis Task Force. The first priority was to keep local personnel and their families safe following the UNDSS triggered action for relocation to safe areas within the country.

Due to the prevailing security environment and based on the outcome of the Security Risk Management process with an Unacceptable Risk level, no external missions or field mission travel to Khartoum are authorized.

For national staff, travel by road to/ from Kassala, Gedaref and Port Sudan is permissible using a minimum of one SRM-compliant vehicle except travel to Hamdayet, which requires two compliant vehicles.

WAY FORWARD

Project activities in 2024 are being implemented as per the provisions of the project document and as per the adaptation plan approved in the 10th SCM.

The project has had to undertake adaptive management to ensure that the goals and deliverables could still be achieved. This can be found in Annex 1.

Table 1: Brief summary of some of the expected results (outcome(s) and output(s)) of the project/programme, the deliverables of which have been adapted in 2019 and 2023 in response to the geopolitical situation.

Output	Goal	Approved Adaptation Actions	Outputs
<p><u>OUTPUT 1:</u></p> <p>The Fisheries Statistics System (FSS) and the marine fisheries stocks and landings are mapped and further consolidated through technical assistance, training and capacity building.</p>	<p>At the end of this project, the Marine Fisheries Administration (MFA) should be fully enabled to operate the Fisheries Statistic System (FSS) i.e. continuous collection of data at Sigala and in Suakin, and analyses of data for the preparation of reports on the status of stocks and fish landings in Suakin and Sigala, as well as for the development of management recommendations without further external assistance.</p> <p>Both the Faculty of Marine Sciences and Fisheries in the Red Sea University (RSU) and the Red Sea Fisheries Research Station (RSFRS) should be fully enabled to use the FSS and to derive data from it for scientific analyses and for the provision of scientific advice to the MFA.</p>	<p><i>Notes: The MFA is currently working on the governance framework.</i></p> <p>Due to international travel restrictions and the suspension of trawling, the work packages (WP21 and 22) and budget for this component will be adapted as follows:</p> <ul style="list-style-type: none"> The MFA supported by the RSU and RSFRS, will prepare a consolidated report mapping the fisheries resource by analysing the data from the FSS, stocks, fish landings, stock biomass estimates and to spot signals of changes in the status and composition of stocks (e.g. data on landings per species/family over time, changes in size distribution, changes in species composition, changes in catch-per-unit-effort, etc.) from 2018-2023, supplemented with guidance from the IMR in the form of virtual workshops. The MFA supported by the RSU and RSFRS, will prepare draft management recommendations of 	<ol style="list-style-type: none"> Report on the status of stocks and fish landings from 2018-2023 in Suakin and Sigala Draft management recommendations of the fish stocks and landings One Policy brief MFA to provide the sustainability plan to use the FSS and to continue data collection at Sigala and Suakin after project closure Scientific publications using the data from FSS.

		<p>the fish stocks and landings based on the data extracted from the FSS from 2018-2023, supplemented with guidance from the IMR in the form of virtual workshops.</p> <ul style="list-style-type: none"> • The RSU and RSFRS, will prepare Policy Briefs in support of the MFA on <ul style="list-style-type: none"> ○ Fish Stocks and Landings <p>based on the 2018-2023 data collected and analysed with the purpose of providing scientific advice and the strengthening of the science to policy interface. This will be supplemented with guidance from the IMR in the form of virtual workshops. Each policy brief should be 5-8 pages long and will follow the same format (Context and importance of the problem; Critique of Policy Options; Policy recommendations). These briefs should be in both English and Arabic. The Communications and Knowledge Management Specialist will provide support on the design of the final product.</p> <ul style="list-style-type: none"> • The MFA, RSU and RSFRS will deliver a workshop to present the reports, management recommendations, and policy briefs (linked with other output deliverables) • The MFA will continue to collect data on fisheries, with supplemented guidance from the IMR in the form of virtual workshops especially on random sampling schemes 	
<p><u>OUTPUT 2:</u></p> <p>A statistically relevant sampling scheme for trawling and purse seining data developed and integrated into the FSS.</p>	<p>At the end of the project the MFA will be fully enabled to collect statistically representative data on fish captured in licensed trawling and purse seining activities in the EEZ of the Republic of the Sudan and to integrate them into the FSS. MFA will be able to extract trawling and purse seining related data from the FSS and to analyse these data as required for the issuance of management recommendations and</p>	<p>Due to international travel restrictions and the suspension of trawling, the work packages (WP23 and 24) and budget for this component will be adapted as follows:</p> <ul style="list-style-type: none"> • The MFA supported by the RSU and RSFRS, will prepare draft set of management recommendations and instruments using data on designated areas, designated seasons, total allowable catch and quota. This will be supplemented with guidance from the IMR in the form of virtual workshops. 	<ol style="list-style-type: none"> 1. Draft management recommendations 2. Model developed and implemented on taking over and maintaining the equipment and license provided by the project (VMS, TED and BRD). 3. One Policy brief

	<p>instruments. Both the Faculty of Marine Sciences and Fisheries in the Red Sea University and the Red Sea Fisheries Research Station, Port Sudan will be fully enabled to use the FSS and to derive trawling and purse seining related data from it for scientific analysis and for the provision of scientific advice to the MFA. Thus, MFA will be in position to provide science-based management recommendations (designated areas, designated seasons, total allowable catch and quota) for the issuance of licenses for trawling and purse seining by the Government of the Red Sea State. MFA will furthermore be enabled to use the VMS to monitor the activities and movements of licensed trawling and purse seining vessels in the EEZ of the Republic of the Sudan. A model how the cost to replace the initial set of equipment (VMS, TED and BRD) can be passed on to the license holders will be in place.</p>	<ul style="list-style-type: none"> • The RSU and RSFRS, will prepare a Policy Brief in support of the MFA on usage of the VMS based on data collected and analysed with the purpose of providing scientific advice and the strengthening of the science to policy interface. This will be supplemented with guidance from the IMR in the form of virtual workshops. The policy brief should be 5-8 pages long and will follow the same format (Context and importance of the problem; Critique of Policy Options; Policy recommendations). These briefs should be in both English and Arabic. The Communications and Knowledge Management Specialist will provide support on the design of the final product. • MFA supported by the RSU and RSFRS, will develop a model for taking over and maintaining the equipment and license provided by the project. This will be supplemented with guidance from the IMR in the form of virtual workshops. 	
<p><u>OUTPUT 3:</u></p> <p>The implementation of two coral reef ecosystem surveys of focal reef sites along the Red Sea State coast facilitated and the analysis reports prepared.</p>	<p>At the end of the project, counterparts will be fully enabled to plan Baited remote underwater video (BRUV) and Diver Operated Video (DOV) based surveys of marine resources. Skills and capacities will be built to allow the counterpart institutions to use BRUV and DOV to assess specific issues of reef ecology and to use the data collected for the preparation of analysis reports. The scope of any such assessments to be carried out in the future by counterpart institutions without any external financial support will be contingent to the availability of budgetary resources to hire the necessary vessels. While the MFA vessel and</p>	<p>Due to travel restrictions, the work packages (WP 35 and 36) and budget will be adapted as follows:</p> <ul style="list-style-type: none"> • Based on the results/data of the first survey conducted in 2022 the MFA, RSU and RSFRS will collaborate to prepare draft management recommendations and analysis reports, supplemented with guidance from the IMR in the form of virtual workshops • The RSU and RSFRS, will prepare Policy Briefs on: <ul style="list-style-type: none"> ○ Marine Protected Areas, ○ Climate Change, and ○ Marine Biodiversity 	<ol style="list-style-type: none"> 1. Draft management recommendations and supporting analysis reports 2. Three Policy briefs 3. Sustainability plans for conducting ecosystem assessments

	<p>other smaller vessels can be used for close to shore assessments in the vicinity of Port Sudan, the implementation of assessments on the outer reefs and in greater distance from Port Sudan will require to hire a larger vessel.</p> <p>Counterparts will be able to analyse the underwater videos, to extract data and information from them, to integrate this information into the FSS and to use the information from the analysis of underwater videos for the preparation of management recommendations and analysis reports without requiring any further technical assistance.</p>	<p>in support of the MFA utilising data collected and analysed from the first survey with the purpose of providing scientific advice and the strengthening of the science to policy interface. This will be supplemented with guidance from the IMR in the form of virtual workshops. Each policy brief should be 5-8 pages long and will follow the same format (Context and importance of the problem; Critique of Policy Options; Policy recommendations). These briefs should be in both English and Arabic. The Communications and Knowledge Management Specialist will provide support on the design of the final product.</p> <ul style="list-style-type: none"> • The MFA, RSU and RSFRS, will collaborate to prepare a sustainability plan for carrying out assessments and surveys beyond the life of the project (including financing), with support and guidance from IMR in the form of virtual workshops. 	
<p><u>OUTPUT 4:</u></p> <p>The management plans developed and implemented for key harvested species following the EAFM approach</p>	<p>At the end of the project implementation period management plans for key harvested species following the Ecosystem Approach to Fisheries Management will have been developed, implemented and their implementation will have been monitored. Furthermore, specific technical management advice for the Roving Coral Grouper (<i>Plectropomus pessuliferus</i>, "Najil"), the Squaretail Coral Grouper (<i>Plectropomus areolatus</i>, "Silimani") and other highly valuable exported species/species of special concern will have been provided. At the end of the project implementation period – after having gone with the MFA through a whole loop of the EAFM planning cycle - the institutional capacities of the MFA will have been built to the degree that they should be able do the next EAFM</p>	<p>Due to international travel restrictions, the work and budget will be adapted as follows:</p> <ul style="list-style-type: none"> • The MFA, RSU and RSFRS will prepare draft report on the impact of relocation/increase in population in the Red Sea State as a result of the crisis taking an EAFM approach to address the issue. This will be supplemented with guidance from IMA International in the form of virtual workshops. • The RSU and RSFRS, will prepare Policy Briefs on: <ul style="list-style-type: none"> ○ EAFM (general), ○ EAFM approach to address plastic pollution, ○ Gender Mainstreaming and improving livelihoods of coastal communities, ○ Alternative livelihoods for coastal communities ○ Impact of population relocation due to conflict <p>in support of the MFA utilising data collected and analysed from 2018-2023 with the purpose of providing scientific advice and the strengthening of the science to</p>	<ol style="list-style-type: none"> 1. Report on the impact of relocation/increase in population in the Red Sea State as a result of the crisis taking an EAFM approach to address the issue 2. Technical management plans for key harvested species 3. Sustainability plans for EAFM in the four supported communities of the Red Sea State 4. Five Policy briefs 5. Management plans from each supported community

	<p>iteration without any further technical assistance.</p>	<p>policy interface. This will be supplemented with guidance from IMA International in the form of virtual workshops. Each policy brief should be 5-8 pages long and will follow the same format (Context and importance of the problem; Critique of Policy Options; Policy recommendations). These briefs should be in both English and Arabic. The Communications and Knowledge Management Specialist will provide support on the design of the final product.</p> <ul style="list-style-type: none"> • The RSU and RSFRS, in support of the MFA, will prepare draft technical management advice for the Roving Coral Grouper (<i>Plectropomus pessuliferus</i>, "Najil"), the Squaretail Coral Grouper (<i>Plectropomus areolatus</i>, "Silimani") and other highly valuable exported species/species of special concern based on the experience and data collected from 2018-2023. This will be supplemented with the support and guidance of IMA International in the form of virtual workshops • The MFA, RSU and RSFRS will collaborate to draft plans for sustaining EAFM in the Red Sea State, with the support and guidance of IMA International in the form of virtual workshops 	
<p>OUTPUT 5:</p> <p>A feasibility study implemented/conducted to assess the ecologic potential and economic limitations of the Sudanese EEZ in the Red Sea as a fragile ecosystem to provide marine resources and ecosystem services, which can contribute to socio-economic development and inclusive and sustainable industrial development in the Red</p>	<p>The combined results of these studies will be presented in an inter-ministerial workshop/conference to which decision makers from the Red Sea State as well as from Federal Government will be invited.</p> <p>The overall purpose is to provide Sudanese decision makers with a sound knowledge base to avoid that any decisions favoring short term financial gains, and resulting in disproportionate opportunity costs and the loss of irreplaceable natural capital will be taken. Furthermore, this will bring to the attention of the</p>	<p>Due to international travel restrictions, the work packages and budget will also be adapted as follows:</p> <ul style="list-style-type: none"> • The MFA, RSU and RSFRS will work with an international ecosystem valuation expert to explore the economic potential of marine resources & ecosystem services using the mariculture, fisheries catch, and other reports available. This will be facilitated by virtual workshops. • The RSU and RSFRS, will prepare Policy Briefs in support of the MFA on: <ul style="list-style-type: none"> ○ Coastal and Ocean Governance, ○ Blue economy, ○ Marine Spatial Planning, 	<ul style="list-style-type: none"> • An economic valuation of ecosystem services document • 4 Policy briefs • Ocean Literacy campaign materials (with the least environmental impact) • Stakeholder workshop organised and delivered, with clear action steps for fisheries catch, mariculture and ecosystem services

<p>Sea State (RSS)</p>	<p>decision makers in the various Ministries that any policy to develop the rich potential of the Sudanese part of the Red Sea in a sustainable way needs to be well informed by economic opportunities and must assure that the carrying capacity of the ecosystem to provide valuable ecosystem services is not overstepped.</p>	<ul style="list-style-type: none"> ○ Plastic Pollution impact on economic potential of the Red Sea <p>with the purpose of providing scientific advice and the strengthening of the science to policy interface. This will be supplemented with guidance from the international expert in the form of virtual workshops. Each policy brief should be 5-8 pages long and will follow the same format (Context and importance of the problem; Critique of Policy Options; Policy recommendations). These briefs should be in both English and Arabic. The Communications and Knowledge Management Specialist will provide support on the design of the final product.</p> <ul style="list-style-type: none"> • The MFA, RSU and RSFRS will collaborate to develop an Ocean Literacy campaign for creating an Ocean Literate Red Sea State, with the support of an international expert and the Communications and Knowledge Management Specialist <p>Depending on the political situation in 2024, the opportunity to deliver the stakeholder workshop in person should still be considered. This can be re-evaluated in July 2024.</p> <p><i>Note:</i></p> <p><i>Finding the Marine Spatial Plan developed for the Red Sea State (believed to be undertaken by the Directorate of Investment Public Corporation, Ministry of Investment and Industry, RSS) is imperative</i></p>	
<p>OUTPUT 6:</p> <p>Project Office/Support structure</p>		<ul style="list-style-type: none"> • Recruitment of a Communications and Knowledge Management Officer 	<p>Knowledge Management products:</p> <ul style="list-style-type: none"> • Outreach materials produced in Arabic and English • Legacy video produced in Arabic and English • Lessons learned and experience notes produced in Arabic and English • Awareness campaign materials produced

			All materials must have the limited environmental impact
<p>OUTPUT 7:</p> <p>Independent Monitoring and Evaluation</p>	<p>The evaluations are to enable the Government of the Republic of the Sudan, the Norwegian Government (the donor), counterparts, UNIDO and other stakeholders to:</p> <p>(a) verify prospects for development impact and sustainability of the main objective and specific objectives of the project; (b) to enhance project relevance, effectiveness, efficiency and sustainability by proposing a set of recommendations with a view to ongoing and future activities and particularly on the second phase of the project; (c) to draw lessons of wider applicability for the replication of the experience gained from this project at a national and regional level.</p>		<ul style="list-style-type: none"> Independent Terminal Evaluation will have to be carried out in last year of project implementation

4. Project implementation arrangements

The key institutions in charge of managing the marine fishery sector in the Red Sea State are:

- 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
- the Red Sea Fisheries Research Station, Port Sudan

The Marine Fisheries Administration (MFA) has the mandate to collect data on fish landings, develop regulatory instruments (quota, areas and seasons), to issue licenses for all fishing activities (artisanal, semi-industrial, industrial) and to enforce laws and regulatory instruments.

The Faculty of Marine Sciences and Fisheries in the Red Sea University and the Red Sea Fisheries Research Station, Port Sudan are tasked with the implementation of scientific fishery related research, the control of hygienic standards, to create awareness on marine issues amongst stakeholders and to provide the MFA with advice and scientific data for the development of regulatory instruments.

These three institutions lack the institutional capacities to plan and manage the infrastructure required to implement fisheries independent surveys, and to obtain catch statistics from the fisheries, through collection, storage and data analyses. They are the direct beneficiaries of the trainings to be provided under the project.

The project is implemented by UNIDO and funded by the Royal Norwegian Embassy in Khartoum through a grant managed by the Norwegian Agency for Development Cooperation. The project is carried out in collaboration with the Norwegian Institute of Marine Research (IMR) and IMA International.

For the implementation of this project a Project Steering Committee (PSC) was established. To facilitate the exchange of information and coordination between the State level and the Federal level, the PSC comprised members from both levels of government. At the Red Sea State level representatives from the Agricultural and Industrial sectors of the Ministry Production and Economic Resources, the Marine Fisheries Administration, the Red Sea State University – Faculty of Marine Sciences and Fisheries, Red Sea Research Station Port Sudan will be members of the PSC. The Federal level government will be represented by a delegate from the Ministry of Animal Resources and a delegate from the Ministry of Industry. Furthermore, the Norwegian Embassy represented by Norad, the Norwegian Institute of Marine Research, IMA International (recent inclusion) and UNIDO are members of the PSC.

5. Main findings of the Mid-term review (MTR)

Conclusions of the Mid-term Evaluation

- Due to constraints faced by the project, especially uncertainty of when international travel can resume, continuing potential constraints related to Covid-19 within Sudan and the currently changing political and economic situation recommendations attempt to be SMART
- It is found that the project has overall performed well, especially considering the very considerable challenges faced by the project. It is evaluated that the solid relationships developed between the Implementing agency, Government coordinating agencies, counterpart stakeholders and cooperating agencies who are executing many of the components has enhanced relevance and effectiveness and provides opportunities for sustainability.
- Efficiency is not evaluated as timely when examined against planned delivery, however the Project has little choice but to adjust timelines to meet the demands of the evolving political, economic and epidemiological contexts. Implementation modalities support efficiency with responsibilities resting with the competent fisheries management authorities and research bodies. The ToT approach adopted by EAFM including its LEAD training is assessed as cost and time efficient creating good potential outreach. The cooperating agencies are also assessed as the right project partners. Efficiency can also be enhanced by the national expertise vested in MSc students which can increasingly be utilized for research and analysis.

- Performance of all partners is evaluated highly, despite serious constraints to IMRs ability to travel.
- The EAFM project represents a long-term focus, built on many years of partnership development and this needs to continue. This needs to be reflected in a no-cost extension(s) to allow for the delivery of delayed components.
- Beyond just the obligated delivery of current outputs there is a clearly found opportunity for replication and upscaling. Opportunities particularly lie in adopting methodologies of EAFM to other areas of NRM, especially aquaculture and mariculture.
- Project design has remained relevant despite unanticipated constraints but would significantly benefit in the future from adopting a theory of change behavior change approach, especially if there are future phases.
- It is found that gender inclusiveness has been a strength of this and previous projects' multiple phases, especially at the senior national management and research level.

Recommendations of the MTE

Recommendations below particularly relate to the development and implementation of the second half of the project until December 2022, recommendations are intended to enhance the remaining period of project implementation while also putting the project in a long-term context. The following recommendations were discussed with and verified by stakeholders during the course of the MTE and presented by the ET at the sixth PSC on 11th November 2021. While the NCE is now agreed in principle it remains a relevant independent review finding, determined before the NCE was granted.

Recommendations for UNIDO and the donor

Sustainability and Impact

1. ***Although an MTE, the ET would recommend UNIDO apply for a no cost extension of at least one year to the Norwegian Government.*** There are justifications for this.
 - I. Delays caused by unplanned for externalities such as Covid-19, the ongoing political uncertainty and the current economic challenges facing the RSS.
 - II. The very significant challenge that will be faced to complete all project outputs by December 2022.
 - III. With the reported success of EAFM capacity building and its initial positive impacts on behavior change, an opportunity exists for further replication and upscaling as well as providing necessary implementation experience for EAFM plans which will enhance the projects potential for impact and sustainability.
 - IV. The time needed to develop governance frameworks for implementation on the ground.
 - V. To further the potential of advocacy for policy and/or local legislative development for sustainability.

- VI. To enhance the future potential for replication and upscaling in areas such as sustainable mariculture³ which will be investigated under Output 5 and could support needed future activities.
- VII. The increasing global importance of strategies to mitigate biodiversity loss as an impact of climate change and the important role of sustainable fisheries in supporting livelihoods.

Relevance, coherence, replication and upscaling

- 2. ***It is recommended UNIDO improve its overall communication of activities and outputs of the EAFM project.*** UNIDO could consider the benefit of a communications consultant to undertake a stocktaking of information about the EAFM project and develop a communication strategy.

There are multiple justifications for this;

- I. The wider potential applicability of the EAFM participatory stakeholder approach to multiple organisations and governance bodies in the RSS for effective Ecosystem Based Management (EBM) and NRM.
- II. The high potential for information sharing with wider regional bodies, projects and potential donors due to the evident behavior change which seem to have regional applicability.
- III. Federal Ministries almost without exception reported a need for further information about the project. Multiple international organisations also suggested the potential for the project to have greater outreach.
- IV. The apparent current lack of project handouts, factsheets, case studies and success stories which could enhance knowledge about the project and its potential for sustainable impact, relevance and effectiveness.

- 3. ***UNIDO is recommended to strengthen its relationship with the Supreme Council of Tourism.***

- I. This would enable verification of the reported development of an ecotourism plan in 2022, the role of ecotourism under Output 5, potential synergies between sustainable ecotourism and EAFM and a potential role for the Supreme Council for Tourism in the PSC. Ecotourism could have important economic potential for the RSS and could form a focus for further assistance.

Impact, sustainability and effectiveness

- 4. ***If further phases of the project are developed the next phase should include budgets for an impact assessment to be undertaken by a sector expert/s⁴.*** This extends beyond just *Building institutional capacities for an eco-system approach to management of the marine fishery in the Red Sea State (Phase II)*, but would include Phase 1 and the CIDA supported *Recovery of Coastal*

³ Cultivation of marine organisms for food and other animal products, in enclosed sections of the open ocean (offshore mariculture), fish farms built on littoral waters (inshore mariculture), or in artificial tanks, ponds or raceways which are filled with seawater (onshore mariculture).

⁴ This is much broader than the scope of the terminal evaluation of the EAFM project unlikely to be contracted prior to 2023—2024.

Livelihoods in the Red Sea State of Sudan: The Modernization of Artisanal Fisheries and Creation of New Market Opportunities. UNIDO has been providing phased specific fisheries management support to the RSS since at least 2009.

Planning for impact assessment should start as early as at the project or programme development stage. While it is understood transformational impact can take a long time beyond the life of a project it is very likely ten years of UNIDO assistance has already had some significant impact and lessons learned could further enhance effectiveness of future phases.

Gender Mainstreaming

5. ***It is recommended that UNIDO and IMA provide some specific training on the role of gender and social inclusion in EAFM.*** There are justifications for this;
 - I. Reports that women want further capacity building for advocacy at the local level
 - II. Integrating gender in sustainable ecosystem management (including barriers and obstacles) is seen as key by multiple development agencies and projects.
 - III. UNIDO is evaluated as being a strong partner for the development of women's advocacy in the RSS as a result of its long-standing practical grassroots involvement and capacity building for women.
 - IV. The potential for additional joint training opportunities with local experts such as UNWomen.

Effectiveness and Efficiency

6. ***IMR needs to visit the RSS as soon as possible.*** It is understood that UNIDO, IMR and the Norwegian Ministry of Foreign Affairs are fully aware of this constraint and are working proactively to resolve it. However, it is determined it remains a critical project constraint impacting efficiency and effectiveness of implementation.
 - I. No data was entered into the FSS for 11 months and biological data collection is a key part of the project. There are short term UNIDO solutions to cover transport costs, however this will need resolving for the long term and will benefit from IMR field-based expert input.
 - II. There is very considerable value added to the presence of the senior IMR practitioners with their long-term knowledge of and commitment to the RSS.
 - III. There is a need for face to face interaction which will very likely resolve multiple small-scale operational concerns among stakeholders.
 - IV. IMR is seen as a key progenitor, supporter and advocate of this project which is important to all stakeholders (including UNIDO in the RSS) for both professional and personal support and encouragement.

Project Management, Monitoring and Review

7. ***To support results-based management the project needs to link results of activities to the UNIDO IRPF framework.*** The recommendation would help enhance project M&E beyond simple

timeliness reporting against workplans towards a more outcome-oriented measurement. The project will also need to focus on the behavior change aspects of knowledge generation, awareness and engagement which appear to be strengths of the project leading to potential impact that would be better captured by KPI in the IRPF. Measurement of, for example, beneficiary satisfaction under Bennett level 4 (REACT 1.) could help inform the project of different stakeholders' satisfaction related to online training and adaptations that might need to be made. Other key areas that are evaluated as of very high relevance to the project include

- Bennett level 3 - Engagement, involvement (REA.1 and 2)
- Bennett level 5 - Knowledge, attitude, skills and aspirations (KASA)
- Bennett level 6 - Institutions established or strengthened (GOV.1) and actors participating in enhanced collaboration (GOV.2).

6. Budget information

Table 1: UNIDO budget allocation - expenditure

Budget line	Items by budget line	2019	2020	2021	2022	2023	2024	Total expenditure (at completion)	
								(USD/)	%
2100	Contractual Services	680,653	50,708	310,397	235,139	80,899	517,799	1,875,595	52.1
4500	Equipment	89,037	1,810	3,837	4,946	703	-2,027	98,306	2.7
1500	Local travel	9,075	5,992	8,074	16,720	3,231	2,307	45,399	1.4
1700	Nat. Consult./Staff	142,131	132,749	137,563	148,707	208,224	259,097	1,028,471	28.6
5100	Other Direct Costs	22,627	22,218	26,546	22,397	20,078	15,775	129,641	3.6
4300	Premises	192	366	3,866	290	908	1,469	7,091	0.1
1100	Staff & Intern Consultants	52,589	128	18,245	17,140	14,791	58,826	161,719	4.4
1600	Staff travel	9,653	0	16	10,244	259	56	20,228	0.5
300	Train/Fellowship/Study	27,764	14,295	22,304	156,492	15,550	-219	236,186	6.6
Total		1,035,740	230,286	532,869	614,097	346,666	855,107	3,602,636	100%

Source: Project document and UNIDO Project Management ERP database as of 10 September 2024

Table 2. financing plan summary - Output breakdown

Project outcomes/components	Funding partner - NORAD [EURO]
Output 1	552,788.42
Output 2	671,185.47
Output 3	773,052.16
Output 4	1,070,212.74
Output 5	160,000.00
Output 6	1,044,678.51
Output 7	64,000.00

Project outcomes/components	Funding partner - NORAD [EURO]
Total ([currency])	4,335,917.3

Source: Project document

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in January 2019 to the estimated completion date in December 2024.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. EVALUATION APPROACH AND METHODOLOGY

The TE will be conducted in accordance with the UNIDO Evaluation Policy⁵, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁶, and UNIDO [Evaluation Manual](#). In addition, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied.

The evaluation will be carried out as an independent in-depth exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. The evaluation team leader will liaise with the UNIDO Independent Evaluation Unit (EIO/IEU) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach⁷ and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.

⁵ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11).

⁶ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006).

⁷ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
- UNIDO Management and staff involved in the project; and
 - Representatives of funding partners, counterparts, and other stakeholders.
- (c) **Online data collection** methods will be used to the extent possible.

2. Key evaluation questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) are the following:

- 1) **Relevance:** Is the intervention doing the right things? To what extent do the project/programme's objectives respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
- 2) **Coherence:** How well does the intervention fit? How compatible is the project/programme with other interventions in the country, sector or institution?
- 3) **Effectiveness:** Is the project/programme achieving its objectives? Did the intervention have any unintended negative effects, e.g. accentuate existing exclusion patterns of discriminatory practices against women and girls?
- 4) **Efficiency:** How well are resources being used? Has the project/programme delivered results in an economic and timely manner?
- 5) **Impact:** What difference does the intervention make? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects? Has the project/programme had transformative effects? To what extent did the project contribute to SDG(s), intended or unintended? Were there any gender-related differences in impact?
- 6) **Sustainability:** Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue? Has the intervention had a leveraging effect on creating an enabling environment for the continuous promotion and realization of gender equality and human rights?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in Annex 2 of UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Gender mainstreaming	Yes

E	Project implementation management	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
F	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Funding partner	Yes
G	Environmental and Social Safeguards (ESS)⁸, Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	Overall Assessment	Yes

Performance of partners

The assessment of performance of partners will **include** the quality of implementation and execution of the project executing entities in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given implementing agency's perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

The terminal evaluation will assess the following topics, for which **ratings are not required**:

- Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Updated Monitoring and Assessment tool of core-indicators:** The project management team will submit to the evaluation team the up-to-date core-indicators or tracking tool (for older projects) whereby all the information on the project results and benefits promised at approval and actually achieved at completion point must be presented.
- Knowledge Management Approach:** Information on the project's completed Knowledge Management Approach that was approved at CEO Endorsement/Approval.

⁸ Appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder. Refer to [AI/2021/03 - UNIDO Environmental and Social Safeguards Policies and Procedures](https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf); https://www.thegef.org/sites/default/files/documents/gef_environmental_social_safeguards_policy.pdf.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses an ordinal six-point rating system, where highly satisfactory is the highest score (6) and highly unsatisfactory is the lowest (1) as per the table below.

Table 6. Project rating criteria

Score	Definition
Highly satisfactory (6)	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
Satisfactory (5)	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).
Moderately satisfactory (4)	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).
Moderately unsatisfactory (3)	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).
Unsatisfactory (2)	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).
Highly unsatisfactory (1)	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).

IV. EVALUATION PROCESS

The evaluation will be conducted from 1st October 2024 to end of December 2024. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from 1st October 2024 to end of December 2024. The evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

The evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for comments. The Evaluation team leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/IEU standards.

Table 7. Tentative timelines

Timelines	Tasks
October 2024	Desk review and writing of inception report
End of October 2024	Online briefing with UNIDO project manager and the project team based in Vienna.
November 2024	Data collection phase. No field mission due to international travel ban to Sudan
End of November 2024	Online debriefing Preparation of first draft evaluation report
December 2024	Internal peer review of the report by UNIDO's Independent Evaluation Unit and other stakeholder comments to draft evaluation report
End of December 2024	Final evaluation report

VI. EVALUATION TEAM COMPOSITION

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. Both consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. The evaluation team is required to provide information relevant for follow-up studies, including terminal evaluation verification on request to the GEF partnership up to three years after completion of the terminal evaluation.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project management team in [country name] will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resource persons and provide support to the evaluation team and the evaluation manager.

VII. REPORTING

Inception report

These Terms of Reference (TOR) provide some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); Unit of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable⁹.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report will be sent to UNIDO’s Independent Evaluation Unit for collation and onward transmission to the evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given by UNIDO Independent Evaluation Unit.

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Unit. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Unit, providing inputs

⁹ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Unit).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Unit, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

SAP ID: 170230			
Norwegian contribution		total all years	
Output 1 The Fisheries Statistics System (FSS) and the marine fisheries stocks and landings are mapped and further consolidated. Through technical assistance, training and capacity building.			
WBS 170230-1-01-01			
BL		[NOK]	[€]
11xx	international experts	297,674.42	32,000.00
12xx	nat prof officer	-	-
13xx	administrative support	-	-
15xx	project travel	27,906.98	3,000.00
16xx	staff travel	-	-
17xx	national experts	37,209.30	4,000.00
21xx	sub-contracts	3,649,087.63	392,276.92
30xx	within country training	778,711.63	83,711.50
43xx	premises	-	-
45xx	equipment	240,000.00	25,800.00
51xx	miscellaneous	111,627.91	12,000.00
	total Output 1	5,142,217.86	552,788.42
Output 2 A statistically relevant sampling scheme for trawling and purse seining data developed and integrated into the FSS.			
WBS 170230-1-01-02			
BL		[NOK]	[€]
11xx	international experts	241,860.47	26,000.00
12xx	nat prof officer	-	-
13xx	administrative support	-	-
15xx	project travel	27,906.98	3,000.00
16xx	staff travel	-	-
17xx	national experts (tuition for MSC)	37,209.30	4,000.00
21xx	sub-contracts	3,358,436.89	361,031.97
30xx	within country training	504,311.63	54,213.50
30xx	workshop/seminars (training on f	69,767.44	7,500.00
43xx	premises	-	-
45xx	equipment	2,000,000.00	215,000.00
51xx	miscellaneous	37,209.30	4,000.00
	total Output 2	6,243,585.73	671,185.47
Output 3 The implementation of two coral reef ecosystem surveys of focal reef sites along the Red Sea State coast facilitated and the analysis reports prepared.			
WBS 170230-1-01-03			
BL		[NOK]	[€]
11xx	international experts	223,255.81	24,000.00
12xx	nat prof officer	-	-
13xx	administrative support	-	-
15xx	project travel	25,116.28	2,700.00
16xx	staff travel	-	-
17xx	national experts	74,418.60	8,000.00
17xx	national experts	30,511.63	3,280.00
21xx	sub-contract	5,433,830.36	584,136.76
30xx	within country training	589,817.67	63,405.40
43xx	premises	-	-
45xx	equipment	649,581.40	69,830.00
51xx	miscellaneous	91,348.84	9,820.00
	total Output 3	7,191,182.92	773,052.16

Output 4) The management plans developed and implemented for key harvested species following the Ecosystem Approach to Fisheries Management, including the development of specific ecosystem informed technical management advice for the Roving Coral Grouper (*Plectropomus pessuliferus*, "Najil"), the Squaretail Coral Grouper (*Plectropomus areolatus*, "Silimani") and other highly valuable exported species of special concern.

WBS 170230-1-01-04			
BL		[NOK]	[€]
11xx	international experts	790,697.67	85,000.00
		372,093.02	40,000.00
		139,534.88	15,000.00
		139,534.88	15,000.00
		139,534.88	15,000.00
12xx	nat prof officer	-	-
13xx	administrative support	-	-
15xx	project travel	334,883.72	36,000.00
16xx	staff travel	-	-
17xx	national experts	223,255.81	24,000.00
21xx	21xx	6,671,253.35	717,159.74
		139,534.88	15,000.00
		139,534.88	15,000.00
		139,534.88	15,000.00
30xx	within country training	1,269,981.40	136,523.00
43xx	premises	-	-
45xx	equipment	628,186.05	67,530.00
51xx	miscellaneous	37,209.30	4,000.00
	total Output 4	9,955,467.30	1,070,212.74

Output 5 A feasibility study implemented/conducted to assess the ecologic potential and economic limitations of the Sudanese EEZ in the Red Sea as a fragile ecosystem to provide marine resources and ecosystem services, which can contribute to socio-economic development and inclusive and sustainable industrial development in the Red Sea State.

WBS 170230-1-01-05			
BL		[NOK]	[€]
11xx	international experts	1,116,279.07	120,000.00
12xx	nat prof officer	-	-
13xx	administrative support	-	-
15xx	project travel	-	-
16xx	staff travel	-	-
17xx	national experts	-	-
21xx	sub-contracts	-	-
33xx	within country training	372,093.02	40,000.00
35xx	workshop/seminars	-	-
43xx	premises	-	-
45xx	equipment	-	-
51xx	miscellaneous	-	-
	total Output 5	1,488,372.09	160,000.00

Output 6 Effective office management and logistical support provided

WBS 170230-1-01-06			
		[NOK]	[€]
11xx	international experts	-	-
12xx	nat prof officer	-	-
13xx	administrative support	-	-
15xx	project travel	446,511.63	48,000.00
16xx	staff travel	558,139.53	60,000.00
17xx	national experts	4,762,096.13	511,925.33
21xx	sub-contracts	1,346,541.19	144,753.18
33xx	within country training	855,813.95	92,000.00
		669,767.44	72,000.00
		186,046.51	20,000.00
43xx	premises	223,255.81	24,000.00
45xx	equipment	186,046.51	20,000.00
51xx	miscellaneous (running costs veh	1,339,534.88	144,000.00
	total Output 6	9,717,939.64	1,044,678.51

Output 7 A Mid Term and a Final Evaluation carried out			
WBS 170230-1-53-01			
BL		[NOK]	[€]
11xx	international experts	223,255.81	24,000.00
12xx	nat prof officer	-	-
13xx	administrative support	-	-
15xx	project travel	130,232.56	14,000.00
16xx	staff travel	-	-
17xx	national experts	130,232.56	14,000.00
21xx	sub-contracts	-	-
30xx	within country training	111,627.91	12,000.00
43xx	premises	-	-
45xx	equipment	-	-
51xx	miscellaneous	-	-
		595,348.84	64,000.00
	total Norwegian contribution	40,334,114.39	4,335,917.30
	UNIDO support cost contribution (13%)	5,243,434.87	563,669.25
	grand total	45,577,549.26	4,899,586.54
		Sudanese contribution total all years	
	total Sudanese contribution equipment (in kind)	[NOK]	[€]
		150,418.60	16,170.00
		563,066.98	60,529.70
		311,760.47	33,514.25
		1,025,246.05	110,213.95
	total Sudanese contribution equipment (in cash)	[NOK]	[€]
		623,162.79	66,990.00
		181,209.30	19,480.00
		804,372.09	86,470.00
	total Sudanese contribution	1,829,618.14	196,683.95
		UNIDO contribution total all years	
	in kind	[NOK]	[€]
		1,949,389.35	209,559.36
		384,815.85	41,367.70
		1,335,470.95	143,563.13
	total UNIDO contribution	3,669,676.14	394,490.19
		all contributions all years	
	total all contributions	52,102,089.59	5,600,974.63

Annex 2: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Start of Contract (EOD):	1 st October 2024
End of Contract (COB):	31 st December 2024
Contract Type	WAE
Number of Working Days:	30 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of UNIDO, as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the Abu Dhabi Declaration adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization's programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-

making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

2. PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The senior evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/measurable Outputs to be achieved	Working Days	Location
<p>Desk review & data analysis:</p> <p>Review project documentation and relevant country background information (national/regional policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> • Key evaluation questions and an evaluation matrix • Data collection plan incl. draft list of stakeholders to be interviewed and sites to be visited • Workplan and responsibilities for each team member 	5 days	Home-based
<p>Inception phase:</p> <p>Based on consultations with the project management team and funding partner representatives, identify the key evaluation questions and prioritize evaluation criteria to be assessed in depth.</p> <p>Prepare an inception report summarizing these expectations and identify the methods to be used and data to be collected, confirm the evaluation methodology, draft a theory of change, and provide a tentative workplan.</p> <p>Provide guidance to the national technical evaluator to prepare initial draft of output</p>	<ul style="list-style-type: none"> • Draft inception report, incl. theory of change and evaluation framework for clearance by IEU 	5 days	Home based

MAIN DUTIES	Concrete/measurable Outputs to be achieved	Working Days	Location
analysis and review technical inputs prepared by national evaluator, prior to field mission.			
<p>Interviews, surveys and literature review, incl. online support to field mission to country:</p> <p>Conduct interviews online.</p> <p>Support the National Evaluation Consultant in conducting the interviews in the field.</p> <p>Conduct survey, if deemed useful.</p> <p>Conduct additional literature review, if necessary.</p>	<ul style="list-style-type: none"> • Report outline 	9 days	Home based, online, country visit(s)
<p>Data analysis & report writing:</p> <p>Coordinate the inputs from the national technical evaluator and draft the evaluation report.</p> <p>Share the evaluation report with UNIDO project management team, funding partner representatives and national stakeholders for feedback and comments.</p> <p>Present overall findings, conclusions and recommendations to the stakeholders, , in a debriefing meeting.</p>	<ul style="list-style-type: none"> • Draft evaluation report • Debriefing meeting 	10 days	Home-based, online
<p>Report finalization and submission:</p> <p>Revise the draft project evaluation report based on verifiable verbal and written comments from key evaluation stakeholders.</p> <p>Conduct final edit of language and formatting according to UNIDO standards and templates, and submit report to the IEU evaluation manager.</p>	<ul style="list-style-type: none"> • Final evaluation report 	1 day	Home-based
<p>Team leading</p> <p>Coordinate and supervise the work of the evaluation team</p>	<ul style="list-style-type: none"> • Team performance 	Throughout	n/a

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced university degree (master's or equivalent) in economics, environment, energy, engineering, sciences, agro-industries, development studies or other relevant discipline with specialization in fisheries is **required**.

Technical and functional experience:

- Minimum of 10 years' experience in evaluation of development projects and programmes at international level, including 5 years at senior level is required.
- Experience in leading and conducting high-level, strategic or complex evaluations for UN organizations and international development banks/organizations.
- Good working knowledge in Sudan.
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks.
- Familiarity with gender analysis tools and methodologies an asset.
- Familiarity with social and environmental analysis, tools and methodologies is an asset.
- Experience in the needs, conditions and problems in developing countries is desirable.

Languages:

Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

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 with the UNIDO Independent Evaluation Unit.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation,

share our knowledge and skills, and learn from one another.



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:	Travel to potential sites within Sudan
Start of Contract:	1 st October 2024
End of Contract:	31 st December 2024
Contract type	WAE
Number of Working Days:	26 days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of UNIDO, as described in the Lima Declaration adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the Abu Dhabi Declaration adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization's programmatic focus is structured in four strategic priorities: Creating shared prosperity; Advancing economic competitiveness; Safeguarding the environment; and Strengthening knowledge and institutions.

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analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Desk review & data analysis:</p> <p>Review project documentation and relevant country background information (national/regional policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed from a national point of view and advise the team leader.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument, if needed.</p> <p>In coordination with the evaluation team leader, the project manager and her/his assistant, discuss and share responsibilities for online and in-person meetings and agree on a meeting schedule, and list of stakeholders to be interviewed and sites to be visited.</p>	<ul style="list-style-type: none"> • Draft list of stakeholders to be interviewed and sites to be visited • Workplan and responsibilities for each team member • List of key issues and questions for consideration by the team leader 	4 days	Home-based
<p>Inception phase:</p> <p>Based on consultations with the project management team and funding partner representatives, provide inputs to team leader on key evaluation questions.</p> <p>Based on guidance from team leader prepare initial draft of output analysis.</p>	<ul style="list-style-type: none"> • Output analysis and technical inputs 	2 days	Home based
<p>Interviews, surveys and literature review:</p>	<ul style="list-style-type: none"> • Individual interview summaries 	14 days	Home-based,

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Conduct interviews online and in person, where feasible.</p> <p>Provide support, where needed, with the interview schedule.</p> <p>Support team leader where translation is required.</p>	<ul style="list-style-type: none"> • Technical inputs and observations emanating from interviews 		local travel
<p>Data analysis & report writing:</p> <p>Follow up with stakeholders regarding additional information promised during interviews.</p> <p>Together with the team leader, present overall findings, conclusions and recommendations to the stakeholders at UNIDO HQ in a debriefing meeting.</p>	<ul style="list-style-type: none"> • Inputs to draft evaluation report • Debriefing meeting 	6 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree (master’s or equivalent) in economics, engineering, sciences, agro-industries, environment, business administration, development studies or other relevant discipline with specialization in fisheries is **required**.

Technical and functional experience:

- At least 5 years of professional experience in evaluation of development projects at international level.
- Excellent knowledge and competency in the field of fisheries.
- Exposure to the development needs, conditions and challenges in their country and region.
- Familiarity with gender analysis tools and methodologies and asset.
- Familiarity with social and environmental analysis, tools and methodologies is an asset.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and in 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 with the UNIDO Independent Evaluation Unit.

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Annex 3: Outline of an in-depth project evaluation report

Abstract

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Acknowledgements

Abbreviations and acronyms

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 - Annex 7: Details on Survey / Questionnaire
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Annex 4: Quality checklist

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<p><u>Rating system for quality of evaluation reports</u></p> <p>An ordinal scale is used for each criterion: Highly satisfactory = HS (6), Satisfactory = S (5), Moderately satisfactory = MS (4), Moderately unsatisfactory = US (3), Unsatisfactory = U (2), Highly unsatisfactory = HU (1), and unable to assess = 0.</p>			