

INDEPENDENT EVALUATION DIVISION
OFFICE OF EVALUATION AND INTERNAL OVERSIGHT

INDEPENDENT TERMINAL EVALUATION

South Sudan

UPGRADING THE FISHERY SECTOR IN SOUTH SUDAN

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Abbreviations and acronyms

Acronym	Definition
CIDA	Canadian International Development Agency
COVID-19	Coronavirus Disease 2019
DoFAD	Department of Fisheries and Aquaculture Development
GRSS	Government of the Republic of South Sudan
MARF	Ministry of Animal Resources and Fisheries
ODG/EIO/IED	UNIDO Independent Evaluation Division
PaCC	UNDP's Peace and Community Cohesion Project
PHL	Post-Harvest Loss
PMF	Performance Management Framework
RBM	Results-based Management
SMAFARF	State Ministry of Agriculture, Fisheries and Fisheries Resources
SMARF	State Ministry of Animal Resources and Fisheries
SMofA	State Ministry of Agriculture
SMofG&SWe	State Ministry of Gender and Social Welfare
SSP	South Sudanese Pound
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organisation
UNS	Upper Nile State

Exchange rates fluctuated significantly between Canadian Dollar (CAD) to US Dollar (USD) during the project period.

2013 (Approval)	USD 1: CAD 1
2018 (MTR)	USD 1: CAD 0.75
2020 (TE)	USD 1: CAD 0.78

Currency fluctuation of USD to South Sudanese pound was also highly variable during the project period.

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, before an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved or are expected to be achieved.
Efficiency	A measure of how resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	A management tool used to facilitate the planning, implementation, and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results-based management) principles.
Outcome	The likely or achieved (short-term and medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods, and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donor's policies.
Risks	Factors, generally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance, has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of Change	A set of hypotheses on how and why an initiative works.

Executive Summary

Evaluation purpose and methodology

This evaluation aims to independently assess the project '*Upgrading the Fishery Sector in South Sudan*'. The evaluation is conducted with two objectives: i) accountability and assessment in terms of relevance, effectiveness, efficiency, coherence, sustainability and impact of results achieved, and ii) learning and improvement to develop findings, lessons and recommendations to help UNIDO improve performance of ongoing and future programmes and projects.

The project aimed to achieve increased food security for men, women and children in targeted states through the increased sales of good quality fish. To do this, the project was implemented in three components: i) increasing the amount of fish available for consumption, ii) increasing small-scale business development related to fisheries, and iii) improving fish resource management and delivery of fishery-related services.

In assessing the performance of the project and developing key learnings for future projects, the evaluation was conducted in three broad stages:

1. **Desk review of available documents:** These documents included project design and monitoring documents, background documents related to the South Sudanese context as well as project results frameworks.
2. **Stakeholder consultation:** In order to validate the findings from the desk review, the evaluation team conducted interviews with key project stakeholders, including project beneficiaries, government stakeholders, donor representatives and project staff. The national evaluator also visited key project sites.
3. **Data triangulation and reporting:** The evaluation triangulated data collected to validate the information from each source and stakeholder. The data was then used to inform the assessment of project performance and the development of a rating for each evaluation criterion.

Key findings

Effectiveness: The project achieved overall effectiveness with positive results across all components; most targets (revised due to context) were satisfactorily achieved. The fishery value chain was strengthened in line with stated objectives, the volume of fresh fish was increased by 130% of target. The construction or improvement of 36 fish receiving centres and one new landing site was instrumental in achieving these results. Provision of boats, cool boxes, water supply and fish smoking equipment helped to reduce post-harvest losses, as well as resulted in higher quality smoked fish.

The number and the capacity of market associations and women's groups was improved substantially. 18 new women's associations were formalised over the project period and received a range of training to assist in building their capacity. The construction of 5 agro-processing centres and provision of equipment resulted in increased production and marketing products. As a result, an increased number of community members were engaging with the formal economy. Newly established enterprises included fish, sesame and food processing, peanut butter production and baking. The project also supplied a boat, a motorcycle and several computers to state fisheries ministries to assist with fishery management. While these figures are below the expected targets the equipment was appreciated and utilised by the staff.

Impact: The project made positive progress towards impact in relation to advancing economic competitiveness through strengthened value chains, safeguarding the environment through sustainable fisheries management and to creating shared prosperity by broadening and increasing economic participation. The project has demonstrated good results in relation to changed attitudes, increased knowledge and capacity and development of new skills within the community, all of which are likely to contribute to broader impact. Feedback from project participants, especially members of beneficiary women's groups have indicated that they will continue to maintain the activities started during the project, for instance through savings, agreements on facility maintenance and through stronger associations. There was also evidence that the skills and knowledge acquired are being used to expand their enterprises to other products and markets.

Project Design Quality: The overall design of the project was based on sound logic but faced contextual challenges in terms of the unstable social and political situation in the country. The design identified effective entry points for UNIDO's comparative advantage in a challenging environment. The project design was effective and related well to the needs in the project area and of the end beneficiaries. However, the design did not adequately reflect the project context and acknowledge the challenges the project was likely to face. Some indicators were unrealistic given the difficulties in data collection. The project logical framework initially included some overambitious targets which did not adequately reflect project results. This resulted in some valid design changes and reduced or amendment indicators and targets.

Relevance: The project demonstrated a high degree of relevance to the project beneficiaries and demonstrated alignment with the priorities of Government. The project focused on identified fisheries industry bottlenecks and the needs of the local population. The project identified relevant beneficiaries to ensure that project benefits would extend into fishing and surrounding communities. The project identified a niche area which strengthened pre-existing livelihoods but also allowed for the work of UNIDO, in relation to industrial development and value chain strengthening, to be relevant. The project was also clearly aligned with the priorities of Global Affairs Canada (GAC), particularly in relation to gender mainstreaming and women's empowerment which is one of the strongest outcomes of the project.

Coherence: The project effectively responded to UNIDO's strengths in relation to value chain strengthening to largely work effectively with other development actors active in South Sudan. The development of the project demonstrated learning from a previous UNIDO/GAC project in the South Sudan¹ and was based on a needs assessment to identify the correct area for action. There are other UN agencies working in the project areas targeting community and economic development but without the same emphasis on the fisheries sector and participant feedback suggested that the two projects supplemented each other for improved outcomes; although there were perceptions of duplication or overlap in several communities.

Efficiency: The project was delivered within budget despite the need for project extensions as a result of the difficult project context. The project was slow to commence, largely due to the unstable situation within South Sudan at the beginning of the project. Project staff had to suspend operations for about a year. There were changes in the project locations and a need to shift operations. There were also some delays in procurement that were experienced and several activities that did not proceed as planned due to difficulties in either securing suitable land and access issues. Nonetheless, procurement was largely in line with the annual procurement plans and budgets.

¹ Project (TFSUD11003) *Sustainable Food Security through Community-based Livelihood Development and Water Harvesting* August 2011 - August 2014

Sustainability: The project approach included efforts to institutionalize the project inputs and strengthened local capacity. Project participants indicated changes in behaviour, capacity and attitudes as a result of the project as well as increased economic participation, all of which will contribute to the sustainability of benefits. These changes within the community combined with the stronger forward and backward linkages in the fisheries value chain and the increased infrastructure capacity will contribute to sustainability. However, the unstable security situation, tight financial assets of the government and associations for maintenance and the still limited capacity of some state actors may hinder ongoing benefits.

Gender Mainstreaming: The project effectively included gender considerations throughout design, implementation and monitoring leading to positive gender outcomes. Some of the highest results of the project have been witnessed in relation to gender outcomes and changing gender attitudes. The project has equipped more women to actively participate in the formal economy and as a result, participants indicate that they are now shown a higher level of respect within their communities and that their own agency has increased. The inclusion of a childcare service at one project market site was an innovative approach to increasing women's engagement in economic activities. This, combined with skill building and avenues for economic participation through the development of new productive industries using project equipment, were greatly appreciated by women participants. However, the project's contribution to gender mainstreaming leading to transformational results beyond the direct beneficiaries is limited as there were not specific institutional or policy initiatives.

Performance of Partners: All project partners, national counterparts, UNIDO, and Global Affairs Canada fulfilled their roles effectively. The project implementation required close collaboration between the project partners. Due to circumstances beyond the control of the project, there were times when project processes needed to be changed or adapted. The partners worked well together and addressed issues as they arose. The Government partners faced resource challenges and changing personnel. For this reason, the Government actors were not as engaged as had been expected at design. However, the local associations were strongly engaged and have also worked with Government counterparts as far as possible. Nonetheless, the national partners still face issues in continuing the interventions beyond project completion and there is demand for further support.

Monitoring and evaluation: The project logframe itself was not sufficiently tailored to the project context and contained some unrealistic targets and indicators which were difficult to measure. The quality of the design of the performance monitoring framework was satisfactory with inclusion of clear responsibilities, expected data sources and collection methods and frequencies. However, the framework also included some indicators which were not fit for purpose and did not acknowledge the challenges to both the project or to data collection efforts posed by the project context. As a result, the framework contains some indicators which were not measurable and some targets that were unrealistic. The project recorded results throughout implementation against some indicators but was reliant on an end-of-project M&E service that was not fully robust.

Results-based Management: The management of the project overcame difficulties in monitoring to effectively manage in a difficult context. The daily management of the project was satisfactory and there is evidence of effective results-based management (RBM) being used to adapt the project where challenges were encountered. The project established the mechanisms required for effective RBM, including a project steering committee which met annually to inform project decisions and respond to identified challenges. However, the overall effectiveness of RBM could have been further improved with strengthened monitoring and evaluation processes.

Project ratings

#	<u>Evaluation criteria</u>	<u>Rating</u>
A	Progress to impact	5 (Satisfactory)
B	Project design	4 (Moderately satisfactory)
1	• Overall design	5 (Satisfactory)
2	• Logframe	3 (Moderately unsatisfactory)
C	Project performance	
1	• Relevance	6 (highly satisfactory)
2	• Effectiveness	5 (satisfactory)
3	• Efficiency	4 (moderately satisfactory)
4	• Sustainability of benefits	4 (moderately satisfactory)
5	• Coherence	5 (satisfactory)
D	Cross-cutting performance criteria	
1	• Gender mainstreaming	5 (satisfactory)
2	• M&E: ✓ M&E design ✓ M&E implementation	4 (moderately satisfactory) 4 (moderately satisfactory) 4 (moderately satisfactory)
3	• Results-based Management (RBM)	5 (satisfactory)
E	Performance of partners	
1	• UNIDO	5 (satisfactory)
2	• National counterparts	5 (satisfactory)
3	• Donor	5 (satisfactory)
F	Overall assessment	5 (satisfactory)

Overview of key findings – conclusions – recommendations

Conclusion	Recommendation
1. The combined project approach, blending value chain strengthening, capacity and institution building and infrastructure development, was effective and overcame challenges and delays to deliver well-established results.	1. Additional support to the fisheries sector would be valuable to build upon project successes and continue to improve economic and food security outcomes. ➤ <u>Responsibility:</u> Government of South Sudan
2. The project achieved positive results but at a lower level than initially expected due to infrastructure delays and land access issues, leading to reduced scope and revised expectations regarding the sales of fish in larger wholesale markets.	2. Further investment in fisheries value chain infrastructure and equipment would be worthwhile, especially in the context of some underutilised aspects of the project plan such as the remaining planned fish camps and planned ice plant. ➤ <u>Responsibility:</u> UNIDO and GAC
3. Support for associations and collective enterprises has increased the reach of project benefits and built skills and capacity towards sustainable results for men, women and young people.	3. Continued support to local associations will facilitate the sustainability of project successes. Such support could also assist with learning from a successful project

Conclusion	Recommendation
	<p>approach through appropriate monitoring for replication and scaling up.</p> <p>➤ <u>Responsibility:</u> UNIDO</p>
<p>4. The project has created positive but localised gender outcome with lessons learned that have potential for longer term change but these are not well-documented.</p>	<p>4. A more detailed review of the practices and innovations that have led to success in gender for this project should be documented and developed into policy input and guidelines for similar projects and programmes.</p> <p>➤ <u>Responsibility:</u> UNIDO, GAC and Government of South Sudan</p>
<p>5. The collection of fishery monitoring data was instrumental in generating useful knowledge but was under-utilised due to a lack of recognition of other institutional barriers to sustainable fisheries management.</p>	<p>5. Project benefits could be better sustained and utilised if the principles of sustainable fisheries and process for data monitoring and analysis are integrated at the ministry level to ensure benefits extend beyond project areas.</p> <p>➤ <u>Responsibility:</u> Government of South Sudan</p>

1. Introduction

1.1 Evaluation objectives and scope

1. The purpose of this evaluation is to independently assess the project *'Upgrading the Fishery Sector in South Sudan'* (the Project) to help UNIDO improve performance and results of ongoing and future programmes and projects. The Project was implemented between 2014-2020 and was supported by Global Affairs Canada and UNIDO. The funds allocated amounted to approximately USD7.2 million, although significant exchange rate fluctuations were experienced during the project period.

2. The Project aimed to achieve: **Increased food security for men, women and children in targeted states through the** increased sales of good quality fish. It also aimed to support business development by women in fisheries and improved fish resources management & services to the fishery sector.

3. The evaluation was conducted by two independent evaluators between September 2020 and January 2021, with technical backstopping from the UNIDO Independent Evaluation Division (IED) to ensure the quality of the evaluation. The process included collection of data through document review, work with the project team to generate monitoring data and consultation with project participants.

4. The evaluation had two specific objectives: **Objective 1: Accountability/results:** to assess the project performance in terms of relevance, effectiveness, efficiency, coherence, sustainability and progress to impact; and **Objective 2: Learning/improvement:** to develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO. This report provides a summary of the findings of the evaluation in line with the standard evaluation criteria.

1.2 Overview of the project context

5. The originally proposed project area, the Upper Nile State (UNS), is located in the north-east of South Sudan. However, due to ongoing conflict and tension, the project sites were changed to areas in close proximity to the national capital, Juba and hence accessibility increased. The project was implemented in three counties across two states, namely Terekeka and Juba Counties in Central Equatoria State (formerly Jubek) and Magwi County, specifically the sub-county, Nimule Payam in Eastern Equatoria State (Figure 1). The White Nile and associated tributaries run through these project areas.

6. The target counties have a combined population of 992,874 (Table 1). The project particularly targeted fisherfolks and communities close to water bodies. Nimule, Juba, Mangalla, Terekeka and Gemaiza are the major fishing communities within the target states. It is estimated that there are 5,897 fisherfolk in Terekeka County and 2,838 fisherfolk in Eastern Equatoria. However, in both instances below 35% of fisherfolk are deemed to be involved in fishing activities on a full-time basis.²

7. In general, fisherfolk in the target communities are located in fishing camps which are often not accessible by road from other communities and instead require boat transport. The social structures of these communities are often led by a local leader with various social levels below. Furthermore, these communities often experience a joint division of labour between

² UNIDO GTZ-IS Fisheries Project 2009

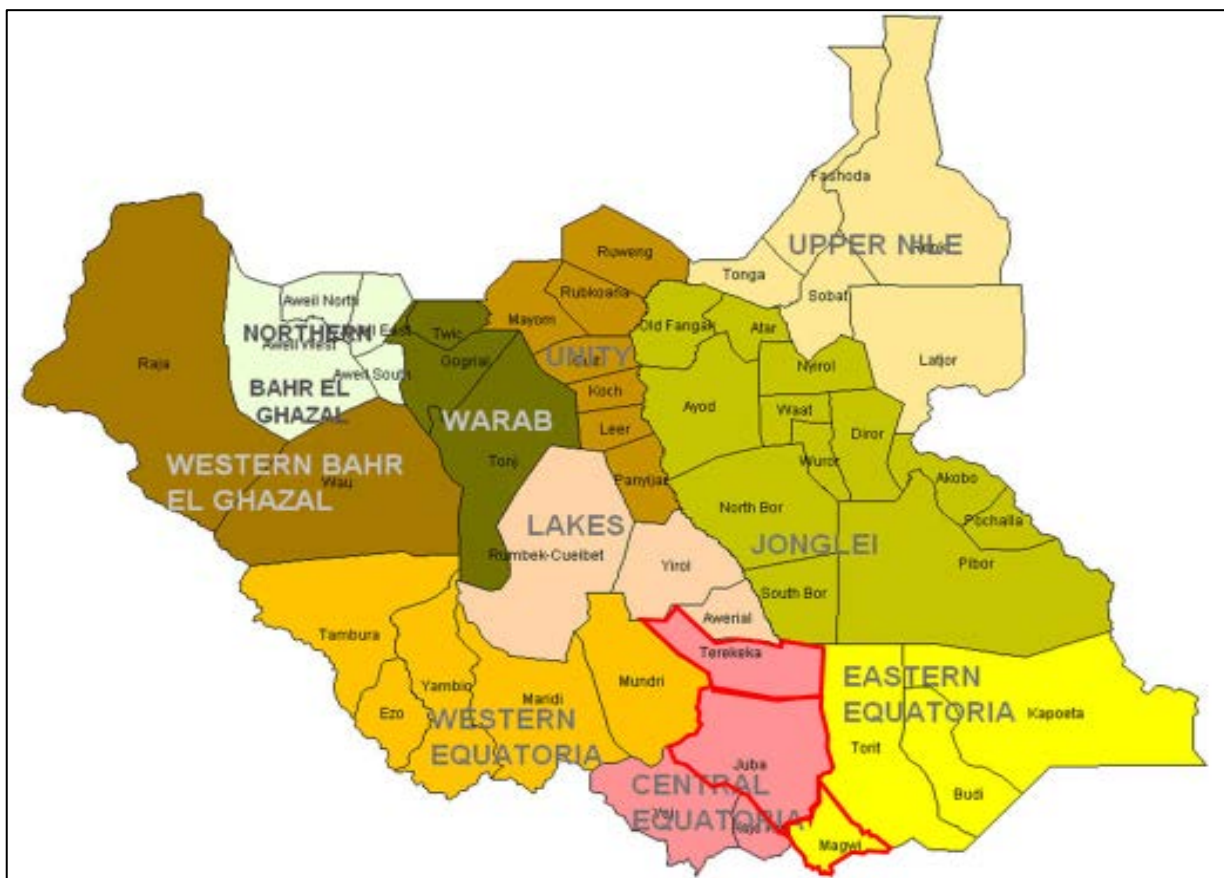
fishery activities, livestock rearing and horticultural activities. These activities generate low incomes and as such living conditions in camps are often poor. Levels of indigenous knowledge is high and formal education levels are low.

Table 1. Population in Project Counties

County	Population Estimate (2017) ^{3&4}
Juba	525,953
Terekeka	206,287
Magwi	260,634
Total Project Area	992,874

Source: South Sudan National Bureau of Statistics, 2017.

Figure 1. Project Area Map



Source: Project design document 2011 – project area is highlighted in red.

8. It is estimated that in Central Equatoria State the average monthly income for a fisher person is USD3.654/SSP 600 while in Eastern Equatoria State it is USD1.827/SSP 300.⁵ The income generating potential of fisheries in South Sudan are impacted by several challenges

³ South Sudan National Bureau of Statistics, via City Population 'Administrative Division: Central Equatoria'. Available from: https://www.citypopulation.de/en/southsudan/admin/92_central_equatoria/

⁴ South Sudan National Bureau of Statistics, via City Population 'Administrative Division: Eastern Equatoria'. Available from: https://www.citypopulation.de/en/southsudan/admin/93_eastern_equatoria/ Ibid

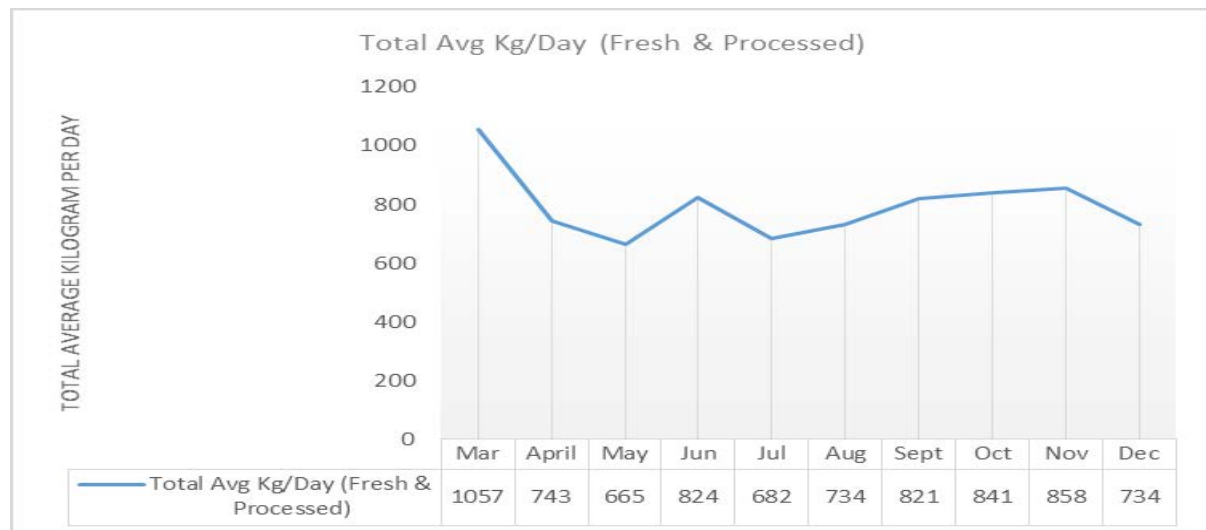
⁵ UNIDO, 2016, Performance Management Framework April – September 2016

including limited knowledge of best practices, as well as a lack of transport and processing infrastructure leading to high levels of post-harvest loss, low profit margins and the highly perishable nature of fish products without adequate storage options.⁶

9. **The importance of fishing for nutrition.** A large proportion of South Sudan’s population resides in rural areas (80% of total population⁷) and there is up to 35,000 people engaged in fishing activities nationally, with many more involved in periphery fishery activities such as transportation of fish and fisheries products.⁸ Fishing is largely viewed as a supplement to agricultural activities for consumption. In communities along banks of water, fish are estimated to account for over 80 percent of daily diets.⁹

10. **Seasonality in fishing calendar.** Between May and October, the wet season, the rural population focuses on agriculture and livestock production when planting is most viable. As the water levels change in the dry season, fish harvesting becomes more prominent as an income generation activity due to increased ease of road transport (Figure 2). As a result of this seasonality the price of fish varies greatly throughout the year. During the dry season, when a greater proportion of the population is involved in fishing activities the prices drop and markets have an abundance of stock.¹⁰

Figure 2. Average fish catch per day



11. **Opportunities in the fisheries sector.** The fisheries sector has up-scaling potential from small-scale approaches to commercial-oriented practices. Fisheries represent an unfulfilled potential because fisheries resources are plentiful in some areas, although over-fished in locations where there is high competition. A stronger commercialized fishing sector also has potential for improved social outcomes through provision of alternative livelihood sources,

⁶ Inception Team of UNIDO, 2015, Inception Report on Upgrading the Fishery Sector in the Republic of South Sudan.

⁷ World Bank, 2019, Rural Population (% of total population) – South Sudan, available from: <https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS?end=2019&locations=SS&start=1960&view=chart> (accessed 02/10/20)

⁸ Interview with independent fishery consultant in South Sudan. 14 October 2012

⁹ Republic of South Sudan Ministries, UN Agencies and Development Partners, 2013, Annual Needs and Livelihoods Analysis 2012/2013, <https://reliefweb.int/sites/reliefweb.int/files/resources/Annual%20Needs%20and%20Livelihoods%20Analysis%2020122013%2C%20March%202013.pdf>

¹⁰ Food and Agriculture Organization of the United Nations, 2016, 'FAO in South Sudan: Emergency Livelihood Response Programme September 2016 to December 2017.

particularly during the dry season. Adding value to fisheries products presents an opportunity to derive additional income from the sector, without a focus on increased production. There is also potential to build the business value chain actors that engage in the sector so that individuals employed in periphery jobs resulting in an economic boost for the whole state.¹¹

1.3 Overview of the project

12. The expected outcome of the Project was “**increased food security of children, men and women in Upper Nile State**¹².” To achieve this outcome, the Project had three components with corresponding intermediate outcomes and immediate outcomes as outlined below.

13. **Component/Intermediate Outcome 1:** Increased quantity of both fresh fish, as well as fish products produced by fisherfolk, is available for consumption in targeted states.

- **Immediate outcome 1.1.** Increased access to fish receiving centres, landing sites and markets for men and women in targeted states.
- **Immediate outcome 1.2.** Increased capacity of male and female fisherfolk to sustainably harvest and market quality fish and fish products.

14. **Component/Intermediate Outcome 2:** Increased small-scale business development related to the fishery sector by women in selected fishing communities in targeted states.

- **Immediate outcome 2.1.** Strengthened capacity of women’s business associations to support fishery-related small-scale business development, particularly in fish processing.
- **Immediate outcome 2.2.** Increased capacity of women in fishing communities to participate in small-scale businesses and other related income-generating activities.

15. **Component/Intermediate Outcome 3:** Improved fish resource management and delivery of services to the fishery sector by relevant institutions in targeted states

- **Immediate outcome 3.1.** Increased capacity of targeted institutions to support the development of the fishery sector in targeted states.
- **Immediate outcome 3.2.** Increased capacity of the State Ministry of Animal Resources and Fisheries to sustainably manage the fishery resource in targeted states.

16. A timeline of major project events is available in the Figure 3 on page 6. It is important to note that due to the civil unrest that was experienced immediately after project design, and then again soon after the inception period of the project, there were significant changes made to the project area, implementation modalities and activities. Nonetheless, the objectives remained consistent throughout the project implementation.

1.4 Theory of Change

17. A **Theory of Change (TOC)** helps to illustrate the causal linkages between the project interventions to the long-term objective. No TOC was prepared at design. The reconstruction of a TOC (see Figure 4) helps to identify pathways from the project outputs to outcomes and longer-term impacts, and enablers as well as barriers to achieve them. The learning from this analysis

¹¹ Republic of South Sudan Ministries, UN Agencies and Development Partners, 2013, Annual Needs and Livelihoods Analysis 2012/2013, <https://reliefweb.int/sites/reliefweb.int/files/resources/Annual%20Needs%20and%20Livelihoods%20Analysis%2020122013%2C%20March%202013.pdf>

¹² Amended to “in targeted states” when the project area was relocated in 2013-2014 as a result of civil unrest.

will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.

18. **The TOC outlines the processes** by which the project had to achieve integrated results across the three components to achieve the expected outcomes. The TOC also highlights the importance of different stakeholders engaged with the project, the baseline issues that the project was designed to address, the assumptions made at the time of design of how project results and the expected preconditions for change, or intermediate outcomes targeted would contribute to the longer term aims and objectives.

19. **During the field work**, the different aspects identified in the TOC were investigated to identify if the expected results were achieved, whether the identified links between the activities and expected intermediate outcomes has occurred and whether there is evidence of positive change in the strategic enablers for change at the intermediate level, towards the project outcomes and whether there was contribution to long term objectives.

Figure 3. Project Timeline

UNIDO South Sudan Fisheries Sector Timeline

“increase food security of children, men and women in targeted regions of South Sudan”.

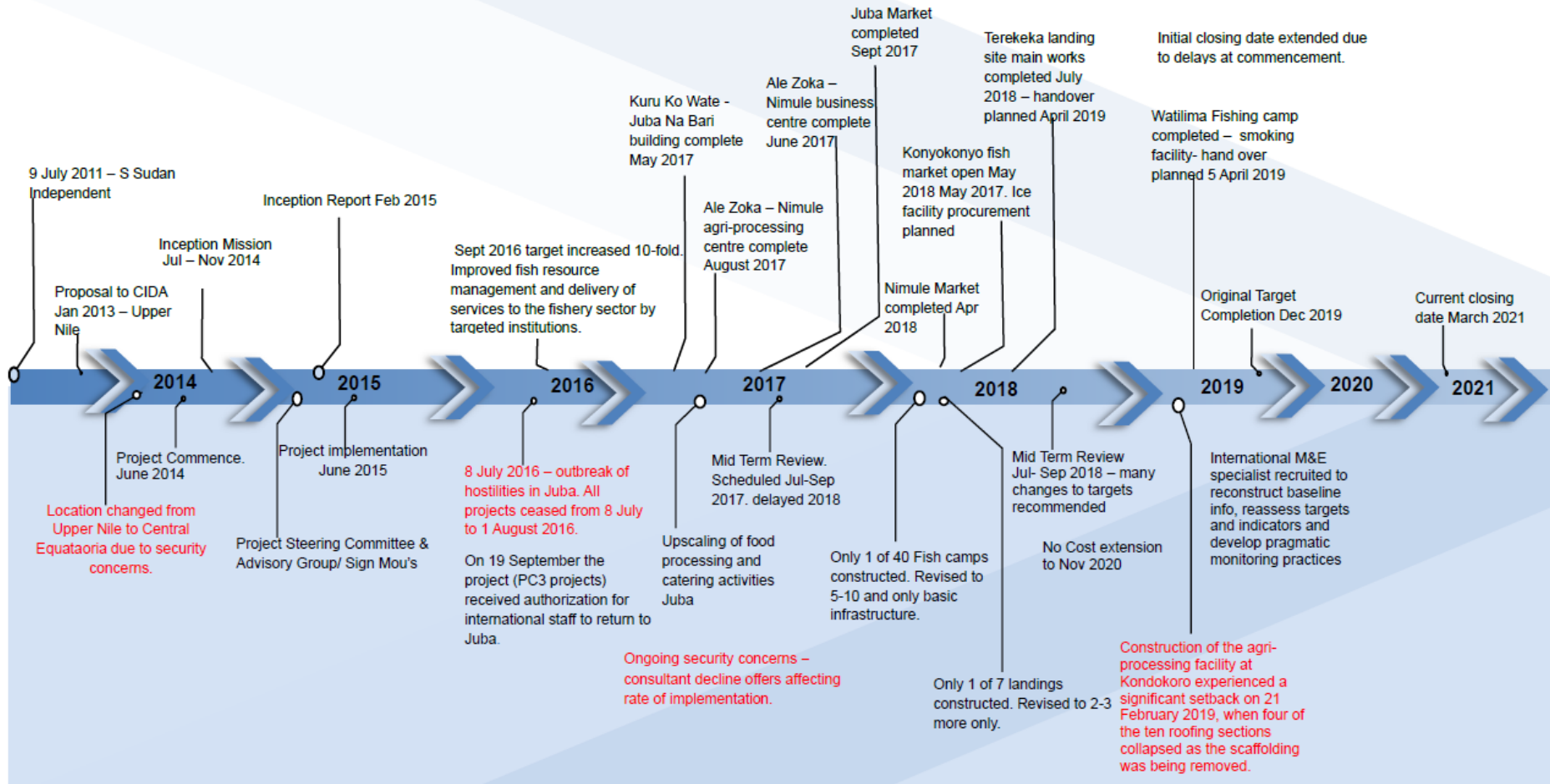
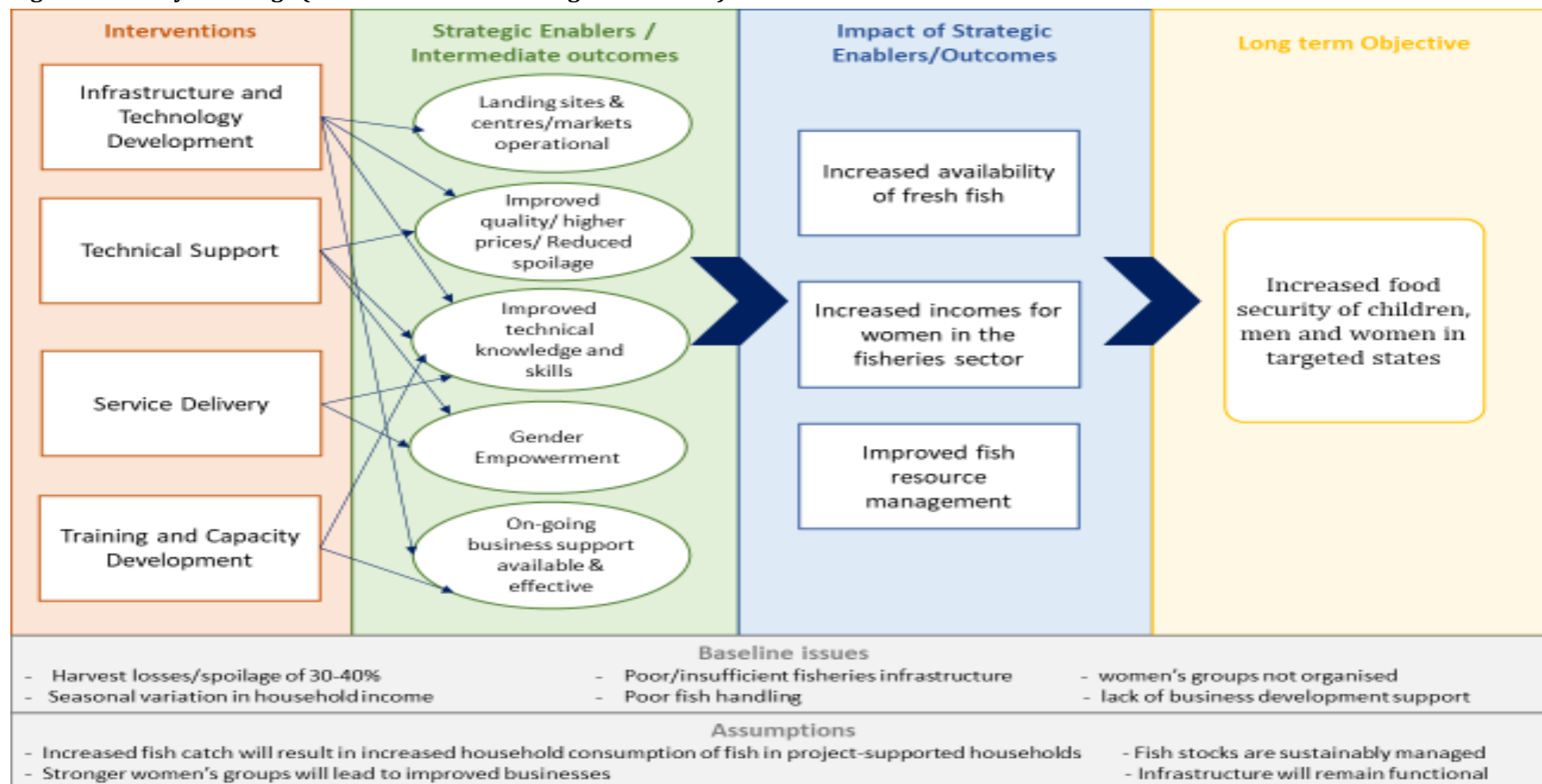


Figure 4. Theory of Change (reconstructed from design documents)



1.5 Evaluation methodology

20. To address the evaluation framework questions (Annex 1) the evaluation drew upon a series of tools. These included:

- Desk review of project and associated documents (see Annex 2).
- Assessment of procurement and contracting processes.
- Review of training materials and feedback on capacity development activities supported by the project.
- Key informant interviews of key stakeholder groups (see Annex 3 for list of stakeholders consulted).
- Field visits to project sites.
- Survey of key stakeholders.
- Analysis of project log frame, validation of available progress documentation, ToC assessment, contribution analysis and assessment for UNIDO ratings.

21. Stakeholders were sampled as far as possible in line with the following process at various project locations (Terekeka and Konyo Konyo markets, Suk Libya, Kru Kru, St Kitzito, Kuru Kuwate) resulting in the sample of respondents shown in Table 2.

Table 2. Consultation results

Type of Consultation	Number of Participants
Beneficiary focus group participants	40
Individual beneficiary interviews	34
Individual Government interviews	7
Government Focus Group Participants	4
Donor representative interviewees	2
UNIDO Project Team Members	3
Total	86

22. **The evaluation triangulated information** from the above sources to validate each individual source. In addition, the project monitoring services activity that interviewed a sample of 162 respondents¹³ (using simple purposive sampling) related to project outcomes was cross analysed with evaluation interviews with the women agri-business associations/cooperatives, fish landing site users and market user's associations.

23. This **validated data** was used to inform a rating for the mandatory evaluation criteria outlined in the ToR of the terminal evaluation in Annex 4. These criteria were rated in line with UNIDO's six-point rating scale, where 6 is a rating of highly satisfactory and 1 is a rating of highly unsatisfactory.

1.6 Limitations of the evaluation

24. The **main limitations** experienced by the evaluation team related to accessibility to the fisherfolk and some challenges related to data availability. These are outlined in Table 3.

¹³ WAP consultancy, Upgrading the fishery sector in South Sudan Project No 120447 Provision of monitoring services for project reporting, December 2020.

Table 3. Challenges and Limitations of the Evaluation.

Challenge/Limitation	Mitigation
<p>COVID-19 travel restrictions meant that the team leader remotely attended in country consultation.</p>	<p>Close coordination with the national consultant and remote communication with other stakeholders to maintain contact on methodology and emerging findings.</p>
<p>Climatic factors (rainy season) affected travel and access to participants. Jonglei and some parts of the Equatoria experienced floods and many civilians were displaced and affected. Some areas of Terekeka were inaccessible during rainy season due to poor roads infrastructure.</p>	<p>National consultant remained flexible in travel schedule and made adjustments as required.</p>
<p>Access to a broad representation of beneficiaries during the evaluation. Accessibility issues affected the ability of the team to cover multiple sites. Individual perceptions and opinions may result in bias in the analysis of quantitative and qualitative data.</p> <p>Fisherfolk were difficult to contact for consultation as they were away from the communities collecting fish or were not engaged in the groups which were the major focus of the consultation so there as potential bias in response towards organised groups.</p>	<p>Comparison of available data with evaluation field findings helped to build data confidence.</p>
<p>Monitoring data is available but not complete or consistent in means of measurement.</p> <p>Due to the changing nature of the project over the implementation period some indicators were noted in the MTR no longer reflect the project context. This evaluation has similar findings.</p> <p>It was difficult to determine the level of achievement for all project indicators given that a number of targets were based on percentage changes to baseline figures which are not available.</p>	<p>The monitoring services at project completion helped to fill data gaps, but were also subject to data validation issues, e.g., small sample of respondents (162), seasonal variations could not be substantiated. Analysis used triangulation of information, using more than one data source, as far as possible.</p>

2. Project's contribution to development results - Effectiveness and impact

2.1 Project's achieved results and overall effectiveness

Long term outcome: Increased food security of children, men and women in targeted states

25. Based on the sample of 162 respondents interviewed¹⁴ 80 percent state that they consume more diverse and nutritious food now compared to before the project. The remaining 20 percent say, although their food consumption has increased, the food they have is not necessarily balanced.¹⁵ This finding was substantiated through the evaluation qualitative interviews and focus group discussions where women in particular reported that due to increased income from the project-supported enterprises, they are able to purchase food for their families.

26. **The Project contributed to increase in fish supply and in raising the foundation of the production base for sustainable production.** The quality of fresh fish was estimated to increase from an average 1,500 kg of fish per landing site per day at the commencement of the project in 2014 to 2,400 kg at completion in 2020.



Improved fisheries infrastructure Project Fishery Data Collection,

27. **The quantity and quality of dried fish was also recorded as being improved due to the training in post-harvest processes, and provision of improved smoking ovens.** The baseline for smoked fish at the land sites was reported to be about 1,200 kg, increasing to about 1,400 kg by the end of the project. Data from the local markets also indicated significant increase in sales of fresh and smoked fish. These findings were substantiated through interviews with respondents during the evaluation who confirmed that there is a substantial improvement in sales of fresh fish due to the provision of boats and cool boxes. There are also reports of improved local consumption of fresh fish prior to marketing. Respondents agreed that the quality of smoked fish has substantially improved, and this has contributed to a substantial reduction in post-harvest losses and resultant increase in sales and income.

28. **Increasing quantity and access to larger and new markets towards urban wholesale markets was not achieved to the extent expected at design.** There was not clear evidence of the next step of post-harvest processing to enable commercial quantities of production for export

¹⁴ WAP consultancy, Upgrading the fishery sector in South Sudan Project No 120447 Provision of monitoring services for project reporting, December 2020.

¹⁵ Although they have enough of carbohydrates and proteins from fish, vegetables which contain bulk of minerals are not enough.

and there were other market impediments not yet addressed, such as ice, storage and reliable transportation. Yet, there is now more potential for this to occur with the increasing skills and capacity of beneficiaries and local associations as well as the volumes of fresh and smoked fish and other products being generated.

29. **The infrastructure for fisheries, markets and for the women’s centres has been effective.** Respondents indicated that these have been very positively received. There is evidence of high levels of use. Institutional strengthening of local associations has been gradual but effective, strengthening the likelihood that the infrastructure will continue to be successfully operated and maintained. One aspect of the infrastructure that was potentially transformational but did not eventuate was the intended installation of an ice plant in Konyo Konyo. This would have enabled fisherfolk to have access to ice at affordable prices to improve fresh fish preservation. It would also have underpinned efforts to expand commercial level operations. However, this planned investment was unable to proceed due to challenges over land ownership rights and operational sustainability.¹⁶ These could not be resolved within the project period so the resources were reallocated to other priority works.

30. **The support to women has resulted in social and economic empowerment for many female participants.** The FGDs with women’s groups indicate that they are stronger and more economically active, producing, processing and marketing an increasing range of products. A main area of focus has been in vegetable processing and other small services to the community, rather than fisheries, due to the shift of project area early in the project to address security issues. Nonetheless, the improved marketing capacity of the women has multiplier effects in the local economy of fishery-related communities and for the role of women in the community.

31. **The original targets were ambitious but revised targets were successfully achieved.** Overall, the extent of benefits achieved was not as high as initially expected. An unstable political and social context with incidents of civil unrest affected the project implementation in the early years. However, in the later years of implementation, project operations were effective, attaining and in some cases exceeding revised targets. This has led to substantial achievements during the project. There is still high demand for further processing support, particularly commercial ice production¹⁷ for fisheries and processing equipment for women.

Effectiveness rating: Satisfactory

32. The following section outlines the results by component. End of project results are determined to be results included in either the April to September 2019 or the October 2019 to March 2020 performance management frameworks (PMF). A comprehensive account of achievement against targets for all indicators is available in Table 7 and by intermediate outcome in Tables 8, 9 and 10

Component 1. Satisfactory

Intermediate outcome: Increased quantity of fresh fish as well as fish products, produced by fisherfolk, is available for consumption in targeted states.

Result: The amount of fresh fish sold at target markets increased by 56 percent, exceeding the target of a 25 percent increase.

¹⁶ GAC and UNIDO, 2019, *Annual Report to the Project Steering Committee 2019*.

¹⁷ As of December 2020, project reporting states that ice is being used regularly at the Terekeka landing site. The ice is brought from Juba.

33. **The reports of improved movement of fresh fish through the markets substantiates that the fresh fish catch has improved.** Overall, the amount of fresh fish recorded between March – October 2020 was estimated to be 4,046 kg per day which was a 55% increase from the baseline of 2,600 kg or 130% achievement in relation to the target (Table 4). There was no specific baseline for the sale of fish at each market at the commencement of the project but the recent recording of fish sales, demonstrates that the fisheries sector is becoming more aware of the extent of fish sales and the types of fish caught. Baseline data was not collected but increases were noted across most project sites between September 2019 to March 2020. For example, the Konyo Konyo market, fresh fish movement was 224 kg per day in September 2019, increasing to 372.3 kg/day by March 2020. The indicator for amount of fish passing through Nimule landing site recorded a decrease on baseline.¹⁸

Table 4 Project achievements in relation to fish sales

Target Fish Sales	Actual (2019)	Achievement	
2016 Baseline - 1.9 T/day (adjusted to 2.6T/day) Target 25% increase = 3.25T/day	Fresh fish: 4,046 kg /day on average 1. Terekeka landing site: 3,179 kg /day 2. Terekeka Market: 430.7 kg/day. 3. KK Market: 372.3 kg/day. 4. Nimule market: 64 kg/day.	55 % increase on baseline	Average 130%
	Processed fish: 3,031.33 kg / day on average 1. Terekeka landing site: 2,137.7 kg/day 2. Terekeka Market: 380.3 kg/day 3. KK Market: 448 kg/day 4. Nimule market: 65.33 kg/day	43 % increase on baseline	

Source: Performance Management Framework October 2019 – March 2020

34. **Immediate outcome:** Increased access to fish receiving centers, landing sites and markets for men and women in targeted states.

35. The target for increased numbers of receiving center users was exceeded for both male and female users (Table 5). Results for the number of male and female landing site users, have been shown to be difficult to collect. In addition, levels of market stall occupancy rates by both males and females were recorded by project management to be 100 percent of expected use.

Table 5. Outcome level achievement for receiving centre users

Target	Achievement	
1000 male receiving centre users	1,105	Target exceeded
200 female receiving centre users	241	Target exceeded
Landing site users ¹⁹	150	No data
Market stall users occupancy rate 100%	100%	Target achieved

Source: Internal Project Monitoring Data

36. The project has been active in engaging stakeholders in planning and design for infrastructure activities. Targets have mainly been met in relation to infrastructure, particularly related to community consultations conducted, training provided to community members for the management of fish collection infrastructure, including gender targets, construction of market sites and collection points and the amount of fresh and processed fish passing through Terekeka

¹⁸ An unstable security environment near the beginning of the project pushed many people to move into Uganda. As a result, the landing site was not utilized to the same extent.

¹⁹ Landing site users are limited to wholesalers, retailers, small service providers. Numerous other community members access the site regularly, but not counted.

landing site. Half of the expected number of landing sites were constructed. See Table 6 for a summary of achievement of these outputs.

Table 6. Achievement of outcome targets to increase access to infrastructure

Target	Achievement	
At least 700 people attend community consultations.	2,479 ²⁰	Target exceeded
10-15 community members are trained to manage fish collection infrastructure	53	Target exceeded
Construct/improve 40 receiving centres	36	Target close to completion
2 landing sites constructed.	1 landing site constructed	50% achievement

Source: Project Performance Management Frameworks and Internal Project Monitoring Data

37. **Immediate outcome:** Increased capacity of male and female fisherfolk to sustainably harvest and market quality fish and fish products.

38. Data for end of project progress presents a varied picture of achievement. This outcome included seven indicators covering the use of sustainable fishing practices, the inclusion of women in the fish market value chain, and the quantity of fish and fish products originating from target fishing camps. Targets have been achieved or exceeded for indicators relating to processed fish from Terekeka fishing camps and the number of women trained in group leadership in the context of women’s associations. Furthermore, good progress has been made towards targets related to the use of improved fishing practices with 87% achievement.

39. Targets have been exceeded in relation to the provision of technologies for communities and management materials for associations and the number of women trained in relation to improved technologies and reducing post-harvest losses through improved cool boxes and smoking facilities, equipment and techniques. Training in association management has been conducted as planned. However, other indicators show less clear progress. For example, the diversification of fish products has been supported. The project’s food processing expert worked with the women’s groups on a number of products, including wet salted fish, fishmeal (for flavouring in stew), ground bone powder (calcium and protein) and a couple others. However, they have not had commercial success during the lifetime of the project so were not recorded as “new products developed”. Consequently, this indicator records progress as less successful with only one new product developed compared with a target of three new products targeted.²¹ However, it is not clear how much benefit will accrue from the project support in future. In addition, only nine male association members have been trained in relation to association management, 2.5% of the target. This is due to the focus on women’s associations and the higher likelihood that women are available to attend training.

Intermediate outcome: Component 2: Increased small-scale business development related to the fishery sector by women in selected fishing communities.

Component 2 rating: Highly satisfactory

40. The indicator for this outcome refers to the number of women’s groups participating in income generating opportunities in selected communities. The replacement of the previous indicator which only reflected fishing outputs with this indicator reflects the broadened scope of

²⁰ Note: Consultations were not recorded for reporting purposes after March 2018, in agreement with GAC.

²¹ The Project notes that recording against this indicator was difficult due to only commercialised products being formally reported despite several new products developed for domestic household use.

the project from a fishing focus to broader income generating activities. This indicator had a target of 25 formally registered women’s groups which partake in income generating opportunities. Data included in the Performance Management Framework (PMF) indicates that up to March 2020, there had been 19 associations formally recognized, 76% of the intended target. Interviews demonstrated that the activities under this component were greatly valued by project participants and many felt that they had increased knowledge and skills as a result of the access to training from the project. In particular, one women’s association highlighted that importance of the training they received regarding manufacturing masks (in the context of COVID-19) as an important skill and source of income. Other products that demonstrated success were peanut butter production, flour milling and sewing.



Dried fish sales at Konyo Konyo market, Project Sustainability Strategy 2020

41. **Immediate outcome:** Strengthened capacity of women's business associations to support fishery-related small-scale business development, particularly in fish processing.

42. All indicators at this outcome level were removed after MTR as being too difficult to measure. Instead, progress is reported against the three outputs delivered under this outcome. These outputs revolve around the provision of training and equipment to women’s associations to strengthen capacity. Of the five indicators for these outputs, only one indicator achieved the target that is the intended number of women from each organization to receive training on association management and leadership were reached with such training. A further two indicators in relation to the establishment of women’s business associations and the construction of agro-processing centres achieved satisfactory results (Table 7). Of the remaining two indicators, 60% of the target for women trained in fish processing were reached and 42% of the intended number of women’s associations received materials for business administration and management.

Table 7. Training of female community members achievements

Target	Achievement	
At least 10-12 women from each association trained in association management and leadership	At least 10 women from 15 organizations	Achieved
A least 25 new women’s associations are formally registered and strengthened	18 new associations formalized	72% of target
4 agro-processing centres constructed and financially sustainable	3 agro-processing plants operational	75% of target

Source: Project Performance management frameworks.

43. **Immediate outcome:** Increased capacity of women in fishing communities to participate in small-scale businesses and other related income-generating activities.

44. The outputs under this outcome involve stakeholder consultations and the provision of training, materials and services to women. Targets were exceeded for three of the six indicators. The target for at least 700 women to participate in stakeholder consultations was more than doubled with 1,409 women participants. Similarly, targets were also exceeded in relation to the number of women trained in the production of non-fish-related products and on small-scale business development and operation. Table 8 illustrates the attendee figures for all training and skills development activities conducted by the project. These figures include training on topics including: facilities management, hygiene training, association management, women’s group training, agro-processing training and book-keeping and financial management.

Table 8. Training and skills development attendance results

Location	Male	Female	Total
Terekeka	513	318	831
Nimule	250	53	303
Juba	73	39	112
Total	836	410	1,246

Source: Internal project monitoring data

45. Data is not available to accurately assess the proportion of women’s association members actively utilizing equipment provided by the project or the number of women that receive services to allow time to focus on income-generating activities. There are numbers available for the first of these indicators which show that approximately 492 women across three organizations access equipment provided by the project. However, without information of total organization membership it is not possible to determine if the target of 65% of association members are using the equipment.

46. The subjective nature of the second indicator, relating to the amount of time women can allow to focus on income generating activities makes a robust assessment of achievement difficult. This indicator has explicit assumptions including that women will use spare time to participate in income generating activities. As such, while there is data available on the number of women accessing project services, it is not possible to assess achievement against the stated indicator target of ‘at least 50% of association members are provided with services and materials to allow women to focus on income generating activities.’ The final indicator under this outcome refers to the provision of equipment to women’s associations with a target of three pieces of equipment for each association. This target was 63% achieved with associations receiving between one and three pieces of equipment as recorded in the project PMFs.

Intermediate outcome: Component 3: Improved fish resource management and delivery of services to the fishery sector by targeted institutions.

Component 3 rating: Moderately satisfactory

47. This outcome had two broad indicators of progress, each disaggregated by state. The first indicator is the number of fisherfolk reporting better service provision as a result of the project disaggregated by gender and state. The targets for these indicators were 30 fishermen and 30 fisherwomen from Central Equatoria State (CES) and 10 fishermen and 10 fisherwomen from Eastern Equatoria State (EES) report improved service provision. There are indications that there

has been an improvement in support services. Out of 35 (22 women / 13 men) respondents interviewed as part of the completion monitoring services in the Konyokonyo market, Nimule market, and Terekeka fish landing site which represent a total of 256 (166 men / 88 women), there was unanimous agreement of improvements in service provision from the targeted fishery institutions. This includes better management of market facilities and information on fisheries resources.

48. The second indicator for this intermediate outcome refers to the 'number of staff from relevant institutions that are contributing more regularly to the institutions mandate'. This indicator is difficult to monitor because it does not provide distinct parameters for measurement. Data that specifically responds to this indicator is not available and so data on training provision are used as a proxy. Furthermore, this indicator includes targets for state institutions, national institutions and education institutions but results are only presented for SMARF staff as a whole. These results indicate that 14 SMARF members have been trained to contribute more regularly to SMARF's mandate. This the target of five CES SMARF staff and two EES SMARF staff has been reached. Results for state Ministries of Gender and Social Development are not available but interviews during the evaluation identified that there has been active dialogue with the other Ministries during the course of project but that the turn-over of officers and lack of budget availability constrains the active involvement of Ministry officials in project activities.

49. **Immediate outcome:** Increased capacity of targeted institutions to support the development of the fishery sector in targeted states.

50. The direct indicator for this outcome was removed during project implementation with progress being measured through seven output indicators. Of these seven indicators, five have reached the project target, including two indicators which exceeded the target. For example, the project had a target to train ten additional male institution staff but actually trained 30. Targets for training of female institutional staff, training of EES institutional staff on improved fishing, handling and processes techniques, and the number of study tours conducted were achieved. The project achieved satisfactory results in relation to the number of staff participating in study tours with 86% of the target achieved.

51. Project efforts appear to have increased the quality-of-service provision to targeted fishing communities. Proxy data presented in the December 2020 Monitoring report shows improvements in service provision.²² In the preparation of the monitoring report, 35 individuals were interviewed in relation to the quality-of-service provision. All 35 interviewees indicated better service provision from targeted institutions following project activities. These improvements in service provision included improved management of market facilities for cleaner operational environments, conducive rental fees and clean water provision.

52. **Immediate outcome:** Increased capacity of the State Ministry of Animal Resources and Fisheries to sustainably manage the fishery resource in targeted states.

53. The project supported technical assistance support in data collection for fisheries management.²³ This included training on fish quality control standard operating procedures for 24 fisheries inspectors and extension workers at national and state levels. A database management system was established for Terekeka, Juba and Nimule and this has helped to track fish volumes and inter-market fish and fishery products flow. However, there was feedback during the evaluation that the assistance, while appreciated will be difficult to sustain because the training did not cover sufficiently how to analyse and use the data generated from the database. This is a gap in the project activities that the Ministry would like further support on.

²² WAP Consultancy, 2020, *Upgrading the Fishery Sector in South Sudan draft monitoring Report*.

²³ Emmanuel Leju Matayo Modi, February 2020, Fisheries Data Collection Report,

54. The project intended to increase the level of knowledge of state government staff to monitor, collect and analyze fishery sector data to support sustainable fishing practices. While there is not information to assess the knowledge levels of government staff there are reports on the training provided to government staff which were reported by the Ministry during interviews to be helpful.

55. The provision of hands-on technical support for fisheries sector data collection, disaggregated by gender and the second the provision of different types of equipment and materials reached more staff than targeted. Targets relating to the provision of equipment varies as illustrated in Table 9.

Table 9. Provision of equipment and technical support to government stakeholders.

Target	Achievement	
10 SMARF staff receive hands-on technical support with regard to fisheries sector data collection	13	Target exceeded
2 boats provided to government staff to support fisheries data collection and extension services.	1	50% of target achieved (see also Para 56)
5 computers provided to government staff to support fisheries data collection and extension services	6	Target exceeded
5 motorcycles provided to government staff to support fisheries data collection and extension services	5	Target achieved

Source: Project Performance Management Frameworks

56. While the targets for equipment provision to government stakeholders were not met as intended originally, there was one boat handed-over to the Central Equatoria State Ministry of Animal Resources and Fisheries for fish data collection. The project also provided three boats to the Katimba Fisheries Cooperative through the Terekeka SMARF to assist with fish catch because this was considered to be a more direct means of achieving benefits from the project resources.

57. The change to distribution was identified from the limited use of project boats by government staff and the need to increase speed of transport between fishing camps and landing sites to reduce PHL. Additionally, two smaller, unpowered boats were supplied to the Nimule SACCO group to harvest additional fish as part of a pilot project. The project provided five motorbikes: four to government counterparts and one to the Katimba Fisheries Cooperative. This equipment provision was additional in response to the context and local needs.



Terekeka Fisheries Cooperative Fish Collection Boat.
Project Photo essay (2020)

2.2 Progress towards impact

Impact rating: Satisfactory

2.2.1. Behavioral change

Economically competitive - Advancing economic competitiveness

58. **The project has effectively contributed to economic behaviour change towards increased competitiveness and strengthened value chains.** Project participants reported through the interviews and focus groups that the training and capacity building activities provided by the project has effectively built their skills and confidence to participate in economic activities. Through this increased engagement and project efforts to effectively increase the quantity and quality of fish and fish products forward and backward linkages along the fisheries value chain has been strengthened. The strengthened value chains and increased economic participation overall increases economic competitiveness of the targeted communities.

59. **The Project approach identified difficulties in strengthening governance due to the unstable situation in government and found an effective mechanism to work with community-based organisations for economic strengthening.** This approach was particularly effective given that the project targeted markets and women's associations as typically under-utilised hubs of economic activity. The increase in economically active community organisations demonstrated wider impact through a behavioural and thinking shift which encouraged broader economic participation beyond activities directly supported by the project. This alternative approach to strengthened governance has built a solid foundation from which targeted communities can build future economic growth and diversify income-generating activities. Such examples of shared prosperity include payment of school fees and provision of food, as put by one beneficiary, "My life has changed, I can put bread on the table, my relatives are happy as I can now assist them and I have started saving money, something I never used to do."

60. **The greatest financial impacts identified by project participants related to improvements in livelihoods and standard of living.** Feedback from project beneficiaries indicates several other economic impacts as a result of participation in the Project. Other economic impacts identified by participants included increased understanding of saving for use for medical expenses and rents, improvements in business opportunities and skills and professionalisation of business activities. For example, one beneficiary from St Kizito stated, "I now maintain hygiene at very high levels; I care about my working environment and myself, to be clean and presentable to my customers." In addition, beneficiaries perceived increases in incomes as a benefit of project participation as well as access to improved water sources, equipment and shelter for their businesses as means of improved productivity.

Environmentally sound – Safeguarding environment

61. **The project made some contribution towards safeguarding the environment through sustainable management of fish stocks, but more emphasis and activities are needed for success.** The project provided training to SMARF staff on sustainable fishing management which included principles relating to sustainable fishing practices and encouraging the sustainable management of fish stocks was one of the factors behind training on data gathering. These trainings were appreciated by government participants and contributed to an increased understanding by participants of fish species. Feedback suggests an enhanced commitment to the sustainable management of fish stocks and increased likelihood of ongoing data collection using the skills developed through the Project.

62. **SMARF staff indicated that while the training on data collection was valuable, there was insufficient support to build understanding regarding data analysis and how to utilise data** once collected to apply the patterns and trends of fish availability and sales across different species to encourage proactive sustainable fish management. Such an understanding of the uses of data collected could encourage government stakeholders to promote and adhere to guidelines which in turn would influence fisherfolk to implement sustainable fishing practices. While this was an explicit indicator in the Project results framework and a part of the project, no direct project activities were conducted with fisherfolk to increase use of sustainable practices and rather an indirect pathway through SMARF training was adopted but was less effective than envisioned.

Socially inclusive – Creating shared prosperity

63. **The Project has effectively contributed to shared prosperity by broadening participation in income generating activities.** Project activities which aimed to spur economic participation and productive engagement in economic activities by groups who were typically economically passive has effectively levelled income generating potential across society. The fisheries sector has largely been male dominated in South Sudan. The increased participation of women in the fisheries sector, either directly or through complimentary activities has contributed to creating shared prosperity. Furthermore, many women respondents indicated that they share their newly increased incomes within their households suggesting that, not only has the gender income gap been reduced but that other societal groups, such as children, are also seeing increased benefits from Project activities.

64. **The biggest social impacts of the Project included enhanced social cohesion and increased sense of community.** Project participants from women’s associations mentioned having a sense of community and gaining the respect of the wider community. Furthermore, many project beneficiaries indicated that beyond the economic impacts of the infrastructure provided by the Project, these areas, particularly the project centres, act as a meeting place and support group for their members. Beneficiaries described these areas as “a home away from home” and identified them as a safe space for socialisation, support, encouragement and group problem solving. Women’s association participants indicated that they felt they were able to contribute to society because of their participation in the Project and that as a result they felt more respected by the broader community. As stated by one beneficiary, “The community is happy and supportive because they are seeing the fruits...I am a human being and I can make money by myself and use it the way I want without any restriction from anyone.”

2.2.2. Broader adoption

Mainstreaming

65. The extent to which mainstreaming of project processes and benefits have been integrated into local institutions are largely related to the support to local associations. The capacity building support has resulted in stronger governance of the organisations and incorporation of better management systems as a result of the training and hands-on support. There has been some incorporation of fisheries management processes into Ministry systems but as noted earlier, the lack of support on how to analyse and use the data prevents full benefits of the work being realized.

66. Mainstreaming of improved women’s empowerment processes are limited. There were efforts by the project towards positive gender mainstreaming to encourage women’s

participation in leadership and decision-making, but there were not specific initiatives to address social norms and establish systems and procedures on gender equity. Benefits for the participating women have been substantial, and in some cases have challenged social norms, for instance in women using the project-supported boats. However there have not been efforts to work with established structures to deepen gender impacts systematically.

Replication

67. There is little evidence of any efforts to replicate project initiatives, either within government or by local associations. There is potential to generate the lessons learned from the project and to continue to replicate to other locations. The benefits are likely to continue but there is currently no clear mechanism within government to continue and expand the project processes to other areas. There was demand within the Ministries to continue the work and build on the initiatives but the stakeholders interviewed indicated that there is a lack of resources to continue the support and that the capacity of the agencies still requires support.

68. The main results in scaling up have been at the enterprise level where individual business owners have received training and increased their own business capacity. This has resulted in some business owners investing savings in other forms of enterprises. This is most evident amongst the women's groups where women that have been engaged in the group enterprises such as peanut butter production are now transferring their skills to other activities and are engaging in other forms of business such as garment sales and services. This has the potential to scale up the benefits from the project for wider benefits in future.

69. The learning from this project has been documented in several studies and documents but not in a format that promotes the work carried out or that could be used to replicate the work in another area. There was an expectation in the project design that the enhanced capacity of government would provide a mechanism for replication but the project found it more effective to work with localised organisations. This proved to be effective to achieve results but does not have the same potential for replication. This is an area of further consideration to capitalise on the project investments and extend the benefits to other areas.

Scaling-up

70. At present there are no plans to scale up any of the interventions supported by the project and no indication that scale up will occur with other partners. The Food and Agricultural Organization of the UN has a new fisheries project that covers Terekeka and Jonglei, but apart from hand-over of data collection, there was limited indication of communication about scale-up.

3. Project's quality and performance

3.1 Design

Overall Design rating: Satisfactory Logframe rating: Moderately unsatisfactory

Overall design quality.

71. The Project design document highlights the mandate of SMARF as the key link between the Project's objectives and country priorities. While there was a change in implementation area for this project, the area was still within South Sudan and therefore the linkages to country priorities illustrated in the original project document are still valid. These linkages include alignment with the United Nations Development Assistance Framework (UNDAF) at the time of design, particularly, the shared priorities relating to food insecurity and household income.

72. At the time of design, UNIDO's overarching organizational objective was: "the promotion of sustainable industrial development in developing countries and economic in transition."²⁴ The stated project objective, or ultimate outcome, related to reducing food insecurity and relates to UNIDO's organizational objective for value adding and poverty reduction. Within the national context of South Sudan, the identification of the potential for upscaling and increasing incomes through the fisheries sector had broad potential for sustainable market development through the fisheries value chain.

73. Given the economic context within South Sudan, the fisheries sector provided a feasible entry point for UNIDO to engage in the country towards the progression of organizational objectives. UNIDO adopted a market-oriented approach to strengthening the fisheries sector which included a holistic approach of infrastructure provision, and technical capacity and skill development towards increased opportunities for revenue generation. UNIDO's approach to identify a key sector in country with viable commercial potential for development with plentiful natural resources and huge potential for value adding and market captivation is clearly aligned with the overall organizational mandate of further sustainable industrial development.

74. The project design document demonstrates consideration of previous lessons learned. This includes acknowledgement of the need to consider targeting decisions carefully, be aware of community dynamics and the potential impacts on project results and identifying suitable entry points for community engagement. However, as discussed in more detail below, the project did not adequately integrate these lessons into risk assessment processes at project design which impacted on the effectiveness of the overall design.

75. The original project design included a blended approach of infrastructure provision, technical capacity development and training related to improved fisheries management was technically valid to achieve stated project outcomes of improved food security, increased availability of fish and fish products, higher incomes for women in the fishery sector and improved resource management. However, insufficient acknowledgement of the risks in the project area as a result of ongoing and prolonged conflict reduced the viability of such an approach at the scale envisioned and left the project unable to achieve all intended results. The security situation in South Sudan effectively reduced the implementation timeframe of the project due to ongoing delays which were not adequately accounted for at design. However, given the unstable and unpredictable nature of conflict, a comprehensively effective risk assessment at

²⁴ UNIDO, 2013, 2012 Annual Report https://www.unido.org/sites/default/files/2013-05/13-80554_E_Ebook_0.pdf

design would have been difficult. Therefore, the efforts of the project in achieving results despite the external situation through project adaptation efforts were vital.

Logframe

76. There are some gaps and assumptions present in the logical framework used for the Project. For example, there is a gap in logic between the stated project outcomes (increased availability of fish, higher incomes and improved resource management) and the expected impact of the Project on increased food security. This chain of logic assumes that if fish is available individuals will consume it and that if incomes increase, disposable income will be used to purchase fish for consumption. Similar assumptions are also present between output level indicators and expected project outcomes. These assumptions are summarised in the reconstructed theory of change (Figure 4). In addition, some gaps and less than suitable indicators included in the Project's PMF contribute to a less than satisfactory logframe. See the section on monitoring and evaluation for further details regarding the suitability of indicators.

77. The project PMF contains comprehensive instructions regarding the monitoring and evaluation of the project. The PMF includes information regarding responsibility and frequency for monitoring each indicator as well as the expected data sources and data collection methods. The PMF was revised in 2014 once the selection of viable project sites was confirmed. However, despite clear logistical arrangements for project monitoring and evaluation, many of the indicators included in the PMF were not feasible. Some indicators were too broad to allow for accurate collection of useful data or required in depth data collection that was not feasible for ongoing project monitoring efforts by the project team. In addition, other indicators used baseline figures to calculate targets, such as 'a 10% increase'. Given that a baseline was not available for all indicators this made an assessment of level of project achievement difficult. Lastly, the data collection methods stipulated in the PMF relied heavily on in-person data collection at each project site which was not always feasible given the project context and the security situation in South Sudan. These risks and constraints were not adequately considered in the design of the project logframe.

3.2 Relevance

Relevance rating: Highly satisfactory

Relevance of project area selection

78. The project successfully targeted project interventions to specific geographical areas despite the shift in project area. The initial change in project area caused by the insecurity in country did not significantly impact on the ability of the project to select relevant project areas. Selected project areas reflected a proximity to the White Nile, as well as potential for project benefits through increased economic activity and added value, strengthening of existing value chains, and existence of underutilized fish resources. The project effectively identified existing strong fishing centers as avenues to maximize added value from the project by strengthening these economic centers for the fisheries sector and associated complementary industries. The selection of these areas showed potential for raised incomes of direct project beneficiaries, with an emphasis on women, in the market centers and the improved flow of income through backward linkages to more food insecure and poor households in other fishing communities.

Relevance of project targeting

79. The project effectively targeted relevant beneficiaries to maximize benefits from the project approach. Targeting specific communities that were already economic hubs, had abundance of fisheries resources and were close to the White Nile was effective for the project approach as outlined above. The targeting of specific groups within these communities was also effective. The project effectively targeted, typically economic inactive community members including women. This increased the potential of the project from stimulating economic activity to also encourage activation of economic engagement from typically passive individuals. This targeting was not only effective at prompting economic engagement and participation but also contributed to an increased potential for longer term project benefits because of the potential for a change in mindset and behaviour regarding economic participation towards future income generation.

Relevance to project participants

80. The project responded well to the needs and priorities of target groups and effectively maintained this relevance despite project changes forced by external factors. The approach designed to strengthen existing livelihoods was relevant to the needs and priorities of the target groups with the infrastructure and training supplied relevant to the context. Furthermore, the approach was relevant to all stakeholder groups including for both men and women. The infrastructure and focus on strengthened fisheries value chains was relevant for the males in the project area with fishing being a typically male dominated sector. The inclusion of related but separate project components for women ensured the relevance of the project as a whole to all stakeholder groups. This high degree of relevance remains true at project completion despite some major shifts in activities caused by the unstable security situation in South Sudan.

Relevance of project changes

81. Where feasible and possible for correct implementation the original project design was followed and very successful. This was due to the relevance of an approach that combined infrastructure, technical capacity development and training in terms of improved fisheries management. This approach resulted in better access to markets and better prices for products which were relevant objectives for the context. However, while this approach did achieve intended results it did not allow sufficient time within the complicated security situation in South Sudan for the achievement of sufficient results for the overall project approach to be successful.

82. However, the greatest demonstration of the Projects relevance is demonstrated by adaptation efforts in contexts where it was not possible to implement the original project design. To compensate for the challenges in the security situation and the prolonged unrest that prevented access to project areas, there was a design shift during implementation. This design shift placed greater emphasis on the market elements and small business support, specifically for women. This approach also proved to be successful but not with the same balance as was originally designed. Overall, the design concept was sound and the adaptations to the design as a result of the conflict were also appropriate. The Project is to be commended for maintaining relevance to the local context, to Project objectives and to the needs of target groups while adapting to difficult and ever-changing circumstances.

Relevance to donor

83. The project effectively responded to the priorities of the donor, particularly in relation to gender equality and women's empowerment. There was frequent communication with the donor

during implementation to discuss progress and particularly to engage in dialogue on how the project could address the contextual issues and remain relevant during implementation.

Relevance to UNIDO

84. The project was an effective entry point for UNIDO to apply a specialized approach to contribute to sustainable industrial development. Adopting an interventionist strategy at key market centres, pre-identified as strong economic hubs, effectively strengthened forward and backward linkages throughout the value chain. This process increased the flow of goods, leading to increased volume of fish products to add value to the fisheries sector and increase access to new markets through this increased quantity as well as improved quality. The project also contributed to increased economic participation further enabling sustainable industrial development into the future and contributing to UNIDO's overall goals.

3.3 Coherence

Coherence rating: Satisfactory

85. There are several UN agencies and other development actors working in South Sudan which creates some confusion when it comes to attributing results. The closest overlap is with the UNDP Peace and Community Cohesion (PaCC) Project. This project operates in the same geographical areas and has similar objectives. This project aims to strengthen peace and governance through promoting interconnectedness between communities, including through economic ties. The UNDP PaCC project also has a particular focus on women and youth representing a further similarity with the UNIDO project. The activities also related to group strengthening and improvement of services such as water supply. Given the similarities in the two projects there is some lack of clarity around the roles of UNIDO and UNDP and the contribution of each project to outcomes in the project areas.

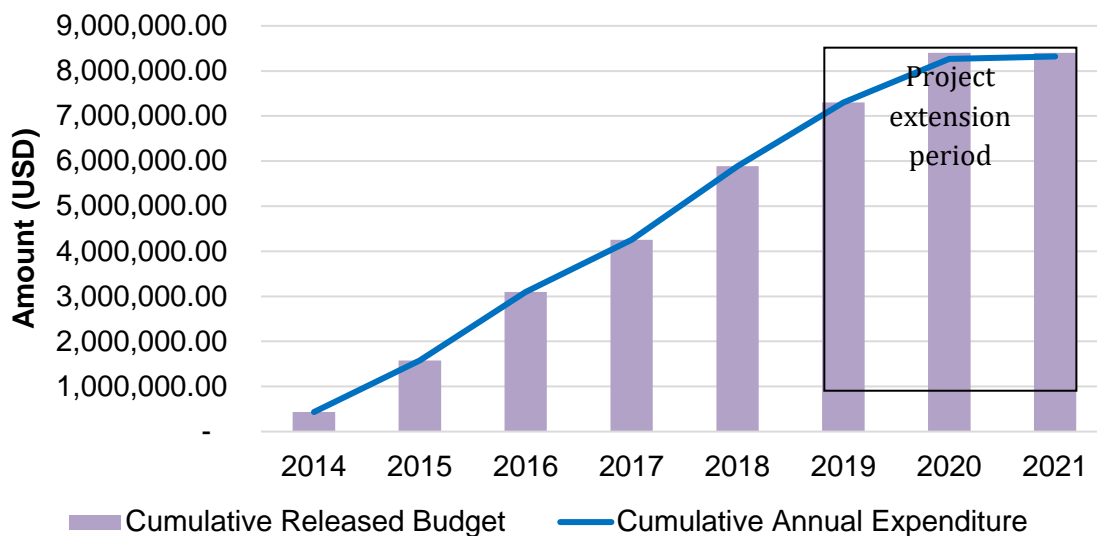
86. The project recognised that there were extremely complex relationships with government agencies that the project had to manage. The project recognized this effectively and did work to try and address these. However, the project experienced challenges with less in country support limiting the activities that were possible.

3.4 Efficiency

Efficiency rating: Moderately Satisfactory

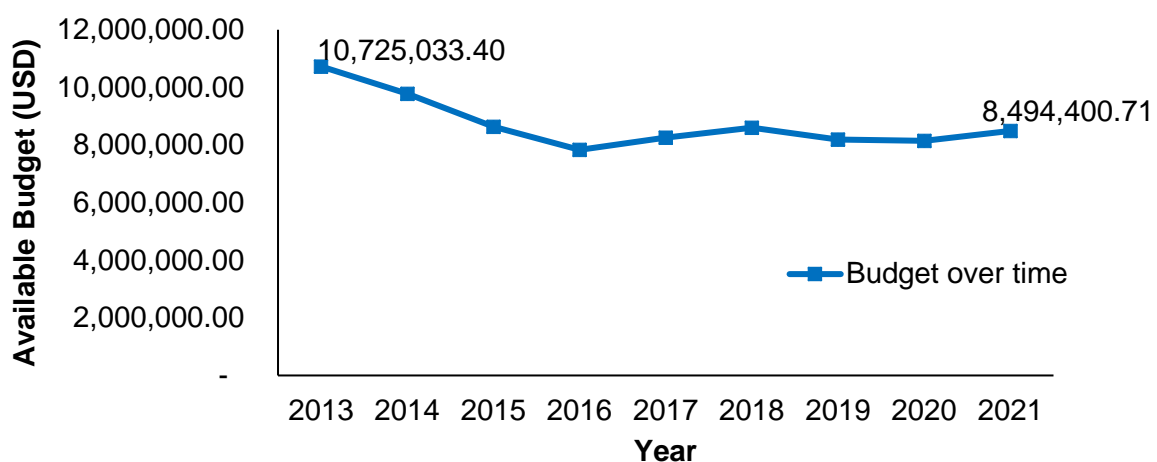
87. The Project was slow to mobilize between 2014 to 2016 but then disbursement rate accelerated as the main infrastructure investments were implemented as shown in Figure 5.

Figure 5 Cumulative Budget and Disbursement Rate



88. The security situation along with other internal and external factors led to several project extensions that resulted in a two-year delay in the overall project period (as shown by the separately noted period in Figure 5. The initial project extension, from expected completion in December 2018 to December 2019 was due to the change in project area due to the security situation which delayed the start of project implementation. A second extension was granted from December 2019 to June 2020 due to construction difficulties and the global COVID-19 pandemic affecting some project activities. A further extension was agreed with expected completion delayed until January 2021 to allow for the completion of ongoing monitoring and evaluation activities and further delays caused by the COVID-19 pandemic. A last extension was approved for the project to be financially closed in March 2021 with all monitoring and evaluation activities having been concluded. The project has been affected by the fluctuating exchange rate between the Canadian and US dollars that led to a lower-than-expected cash availability. There were also multiple fluctuations from USD to South Sudan pound that led to the need to carefully budget and monitor local expenditure.

Figure 6 Fluctuations in Available Budget and CDN-USD Exchange Rate



89. Overall, the project was efficient in use of the available funds and the funds in relation to the three components were budgeted and expended satisfactorily with each component achieving over a 95 percent expenditure rate. (See Table 10)

Table 10. Project budget and Expenditure by component

Project Component	Budget (USD)	Expenditure (USD)	Expenditure Rate
Component 1: Increased sale of quality fish.	3,699,385.79	3,673,674.72	99.3%
Component 2: Increased small-scale business for women.	1,975,992.52	1,906,974.13	96.5%
Component 3: Improved fisheries resource management	2,725,724.18	2,719,714.47	99.8%
Total project	8,401,102.49	8,300,363.32	98.8%

Source: UNIDO Project Delivery Report 30-11-2020

90. The project resources were applied efficiently with the project staff supporting the planning and implementation to achieve the targeted outputs, despite contextual issues that affected implementation. The feedback from stakeholders was that it was important to have staff with good infrastructure implementation experience and the ability to coordinate with different stakeholders. The lack of such expertise early in the project delayed the project response to implementation challenges. As noted in the section on RBM, the budgeting and financial management were satisfactory in relation to the realistic needs and context of the project implementation.

91. The investment in the project has created substantial economic value as a result of the 130 percent increase in fish sales and the investment in economic infrastructure for on-going industry use, excluding the costs for fishery resource management. The average cost per household is USD4,086 or USD628 per individual.²⁵ However, the project monitoring services results indicate that sales environment has improved on the previous market environment. This has increased income to the users from 7,000 SSP (USD 23.00) to 24,000 SSP (USD40.00) on average per day per user. This is an approximately 74 percent increase on income observed at the market. This is equivalent per month to 175,000-600,000 SSP and USD583 - USD1,000 using 2018 parallel market exchange rate of 1USD=300 SSP compared to the current parallel market rates of 1USD = 600 SSP. The increase of income is due to improved quality and long shelf-life of fish.

92. The economic gains through the project have the potential to generate an on-going economic gain for the remainder of the working life of the direct beneficiaries, as well as additional benefits to the other infrastructure users. The positive economic results and the efficient delivery of project inputs, particularly in the latter years of the project, counteract the delays in project implementation, largely due to external factors and the relatively high investment costs consequently, efficiency is assessed as moderately satisfactory.

3.5 Sustainability

Sustainability of benefits rating: Moderately Satisfactory.

93. **The blended approach of the Project which combined capacity building activities with infrastructure and equipment provision and governance strengthening initiatives**

²⁵ Based on the South Sudan National Bureau of Statistics National Baseline Household Survey 2009 average household size of 6.5.

has built sustainable project benefits. As discussed in the section on progress to impact, the project has effectively contributed to positive economic and social outcomes. Economic outcomes are evident through strengthened value chains and increased economic participation and social benefits can be seen in the improved strength of community organisations, improved gender outcomes and associated behaviour and thinking shifts. The behaviour changes and thinking shifts prompted by participation in project activities are key drivers of the sustainability of project benefits.

94. **The economic benefits of the Project are likely to be sustained because of project activities which built relationships and understanding to strengthen value chains.** Project participants have indicated an increased understanding of economic matters as a result of participation in project capacity building and training activities. Such understanding includes pricing strategies and practices to increase harvests among other topics. This increased understanding of economic matters has contributed to enhanced economic participation at present but is also likely to contribute to ongoing economic participation and increased engagement in progressively varied income generating activities. This aspect of sustainability is evident in feedback from respondents who indicate an improved ability and desire to identify new potential business ventures. This evidence that participants are applying their learning from the Project as well as their increased confidence will further contribute to the sustainability of project benefits.

95. **The work of the Project to develop and strengthen forward and backward linkages along the value chains provides a productive avenue for the utilisation of the increased economic understanding and skills of Project participants.** The development of new and improved relationships along the value chain between fish catchers, fish sellers and markets increase the potential sale capacity of targeted communities. Given that the project equipped participants with the skills to take advantage of these opportunities there is evidence that the benefits of the project will be sustained. In addition, project efforts to strengthen community-based organisations towards economic growth provides opportunities for the identification of increasingly varied income generating activities into the future. Feedback from project participants suggests a resilience of results because of a demonstrated ability of participants to continually adapt learning to new economic prospects. The initiative to develop sustainability plans for each organisation is excellent; however, the resources to implement the plans is not secure and therefore the potential for their implementation is uncertain.

96. **Social benefits of the project are also likely to be sustained.** Feedback from project participants indicates a significant increase in the confidence and agency of participants to actively engage in economic activities. This is particularly prominent feedback from female Project participants. Additionally, participants have suggested that these behavioural and thinking shifts are also shifting community perception with the broader communities recognising the value of women's engagement in the economy. Participant feedback indicates that these thinking and behaviour shifts have contributed to the development and fostering of entrepreneurship skills and thinking which will continue and grow into the future including the identification of new economic opportunities. As one beneficiary explained, "My eyes are fully opened, I can now use money wisely, and which ever money comes my way I think of how I can invest and make more money. I calculate and plan".

97. **The strengthened government capacity and increased understanding fostered under component 3 of the Project will likely be maintained into the future.** SMARF staff have developed the necessary skills for data collection towards sustainable fishery management. Feedback from these stakeholders indicates a high degree of ownership of these processes and a commitment to continue data collection processes in line with training received. However, the project did not build sufficient capacity beyond data collection for the overall sustainable management of fish stocks by government stakeholders.

3.6 Gender mainstreaming

Gender mainstreaming rating: Satisfactory

98. **Gender mainstreaming is defined as participation of women, youth and men in the design, planning, implementation, monitoring and evaluation of Project activities.** The Project has strived to integrate gender by emphasizing men and women’s participation in all activities and has segregated performance indicators and reporting on gender by sex. This is a well-meaning intention for the program, though Gender marker was not adequately captured, while the gender related indicators were disaggregated by sex.

99. **Prior to implementation, a gender analysis needs assessment was conducted.** The assessment established, that gender roles affect women and girls, men and boys differently and that gender-related indicators needed to be designed and disaggregated by sex. The assessment identified constraints and established opportunities for the social and economic development of women in the fishing communities. The assessment recommended the inclusion of women’s small scale business associations and increased inclusion of women in the fishery value chain which was captured throughout the project life span. The project raised awareness for some community members regarding the role of women in the fishing communities as well as their roles on community development. The project was also collaborated with other organizations and UN-agencies who are actively working in Gender Equality and Women Empowerment. All the stakeholders to the project including women organized groups, associations and cooperatives were consulted (Table 11). The objectives of the project were shared and the views and the opinions of both the women and men were sought to contribute to shared understanding for future ownership and sustainability of the project beyond the implementation period.

Table 11. Inclusion of women in community consultations

Target	Achievement
At least 700 women participate in stakeholder consultations.	1,409 women consulted Target exceeded

Source: Project performance Management Frameworks

100. UNIDO recognizes the essential role of women in improving household food and nutrition security, which in South Sudan has become even more highlighted as the number of women-headed households increases as a result of the conflict. This prompted the project to be designed through a gender sensitive approach. For this reason, gender balance was targeted throughout the project management team, steering Committees, experts and consultants, except in situations where government representatives happened to be all male which was beyond the control of UNIDO. UNIDO used a positive discrimination approach in relation to the identification of agro-processing beneficiaries to provide opportunity for more women who have become the breadwinners due to the protracted conflicts.

101. The social norms in the country prevent women and girls in seeking livelihoods, good healthcare and education compared to male counterparts. The experience of women and girls compared with men and boys are starkly different. However, this project was designed with a gender balanced lens. For instance, during planned training (good agro-processing practices, seed saving, fish production and postharvest handling) various gender aspects was taken into consideration (season, venue, time, duration and training methodology) to ensure that women also have the possibility to actively participate in the training sessions. In Nimule the child-care center at the markets has helped to increase economic participation by women, allowing them to participate effectively in some of the gender empowerment and transformation activities. It is

important to note that although traditional gender roles remain, some small shifts in women/men roles have been seen to create more opportunities for women to participate more in some of the outdoors activities.

102. The project was able to deliver socioeconomic benefits both at the local levels including consideration to gender which was demonstrated through the increased livelihood at the household level and improved women standard of living. Although women often do not participate in fishing sector, in this project, women-headed households are still able to benefit from fishing kits as owners of the technology including motorboats. The project ensured that gender has been mainstreamed across the project activities. For example, in *“Nimule one of the female of Alezoka was able to own a Moto Boat”* to go fishing.

103. The design, implementation and monitoring of the Project was gender sensitive acknowledging the differing gender roles and experiences in the project area. The inclusion of complimentary activities in the project design ensured there were avenues for participation by women despite the typically male dominated nature of the fisheries sector. Furthermore, the focus of component 2 on community-based organisations ensured the active participation and positive outcomes for women. This was particularly gender sensitive when packaged with other support for women. This support included agro-processing centres, training and access to finance and equipment as well as an innovative approach to provide childcare facilities at the markets. This project approach led to positive outcomes for women.

104. Feedback from participants as well as quantitative project data reflects several positive outcomes for women, including changes in attitudes and increased economic means and participation. Members of women’s associations who participated in the Project have indicated that they feel increasingly included and respected in the broader community because of their increased economic participation. Concurrently, women are reporting increases in confidence associated with this new economic participation and increased social inclusion both within the newly formalised women’s groups and in the community more broadly. These factors have all combined to increase the overall economic participation of women, especially in small businesses. This has resulted in some project participants indicating that they are now the breadwinner in their households and are enjoying their independence because of project participation. While traditional gender roles remain, these changes have contributed to some small shifts in the expected roles of men and women and have been seen to create more opportunities for women.

4. Performance of partners

4.1 UNIDO

Performance of UNIDO rating: Satisfactory

UNIDO has operated professionally and in line with the project objectives. The communications have occasionally been delayed due to the link between South Sudan, and Nairobi and UNIDO Head Quarters. The regional office provided oversight and assisted in procurement. The different steps in review and decision-making resulted in some delay in reporting and decision-making. This was improved when technical expertise was available on the ground. However, overall the project has been implemented effectively.

4.2 National counterparts

Performance of national counterparts rating: Satisfactory

The main national government counterparts have had limited engagement in implementation because of the unstable government context. Where government has been involved in consultation, the dialogue has been productive and agreed arrangements have been followed. The main national counterparts have been the industry associations and groups, who have been active and invested their own time and efforts into achieving results.

4.3 Donor

Performance of donor rating: Satisfactory

Global Affairs Canada has been supportive throughout design and implementation. When changes were required, there was effective dialogue and approval of required amendments in design and implementation. GAC has had a positive influence on the strong gender focus of the project.

5. Factors facilitating or limiting the achievement of results

5.1 Monitoring & evaluation

Monitoring and evaluation rating: Moderately Satisfactory

105. The design of the PMF was satisfactory with inclusion of clear notes of responsibility, data sources and collection methods but some indicators were not fit for use and made tracking of progress difficult. The original project PMF indicated consideration of the project context and major stakeholder groups. However, the effective use of the PMF was hindered by insufficient consideration of the project context in the development of indicators and data collection methods. The design of the PMF did not include adequate risk identification processes and therefore the collection of data required to measure against the specified indicators was not realistic. There was not consistent monitoring and self-evaluation of project performance and results. The M&E system was not robust, and data was not regularly collected. Yet key data is available, and this is a difficult context with barriers to field access, making monitoring difficult to implement. Furthermore, some targets were based on a calculation of change from baseline which was not always available further indicating a disconnect from the project context. However, despite these weaknesses, the unstable security situation was unpredictable and would have been difficult to plan for during the development of the PMF. Lastly, the PMF did include adequate consideration of gender with most indicators requiring gender disaggregated reporting.

5.2 Results-Based Management

Results-based management rating: Satisfactory

106. The project used results-based management (RBM), to some degree for effective project adaption when required. The establishment of a Steering committee of key project stakeholders and the regularity of the committee's annual meetings assisted with effective information dissemination and assisted in decision making processes. These mechanisms and other RBM approaches assisted in project adaptation to a difficult context to some extent but the effectiveness of RBM could have been maximised through improved monitoring and evaluation processes that more effectively tracked progress. In any case, day to day management has been clearly focussed on achieving results.

107. Despite some difficulties in monitoring and evaluation activities the Project effectively managed based on results. While the quantitative reporting had several flaws including gaps in contribution logic and indicators that were not sufficiently contextualised as discussed above, the Project data collection processes provided enough information on general Project progress to inform adaptation when required. For example, investments were refocused from Nimule to other project areas when it was identified that there were high levels of outmigration from Nimule to Uganda and so resources provided by the project were being underutilized.

5.3 Overall assessment and rating table

108. The evaluation purpose and objectives, theory of change, and UNIDO's evaluative requirements all provide the basis for the evaluation framework, which in turn underpins and guides the whole approach. The framework is structured against the standard OECD-DAC criteria agreed for the evaluation (relevance, efficiency, effectiveness, coherence, sustainability).

109. The overall assessment will follow the standard Project Evaluation Criteria for UNIDO as shown in Table 12. Ratings will be provided based on the six-point scale used by UNIDO's Independent Evaluation Division where 6 is a rating of highly satisfactory and 1 is a rating of highly unsatisfactory.²⁶

Table 12. Project Evaluation Criteria for Mandatory rating

#	<u>Evaluation criteria</u>	<u>Summary Assessment</u>	<u>Rating</u>
A	Impact	The majority of beneficiaries articulate positive benefits from the project that are likely to be sustained; in terms of improved knowledge and skills and increased contribution to household income. There is moderate benefit in terms of improved sustainability of fisheries resources.	5
B	Project design	The design was well constructed but insufficiently considered the project context or expected results so was initially over-ambitious which made the project appear as though it was not performing adequately, despite positive accomplishments.	4
1	Overall design	The project design was in line with the needs of stakeholders and beneficiaries. When challenges in context occurred, valid changes were made in project area and activities that were in line with the original objectives.	5
2	Logframe	The logframe was structured correctly on the proposed expected outcomes but the indicators were not specific enough to the project activities and were hard to measure and hence demonstrate adequately the project performance.	3
C	Project performance		5
1	Relevance	The project components and activities were appropriate to the context and sufficiently targeted to the interests of the government and needs of the people in the project area. The identified activities focussed on identified bottlenecks in the fishery value chain and included the most critical support required. The changes during implementation to respond to a shift in context made sure that the project continued to be relevant even with the need to amend project locations and stakeholders.	6
2	Effectiveness	The project was largely effective in reaching its objectives. The extent of expected benefits was not as high as originally expected but performance was positive across all components. The support to the fishery value chain resulted in improved quality and sales of both fresh and processed fish. Facilities were improved and institutional strengthening along the value chain occurred. The support for women's income generating activities was excellent, resulting in improved knowledge, skills, income and a range of social benefits. The support to fisheries resources management was	5

²⁶ UNIDO Evaluation Manual 2018

#	Evaluation criteria	Summary Assessment	Rating
		moderately effective. The training was well received, but changes in staff meant that some knowledge was lost to the project area. The data gathered was valuable but the support for capacity to analyse the data meant that full benefits were not achieved.	
3	Efficiency	There was a substantial lag in performance early in the project due to civil disturbance that required staff to be withdrawn for months, and also some procurement delays, but in the later years of the project, the processes ran more smoothly.	4
4	Sustainability of benefits	The short-term sustainability of the benefits is likely to be positive given the new and stronger groups and the on-going benefits of improved knowledge, skills and confidence. The sustainability plans were a good initiative, but resources for implementation of these remains uncertain. The expected increase in level of services is not yet in place and it is unclear if groups are making sufficient savings to cover possible key maintenance and on-going development requirements.	4
*	Coherence	The project was designed based on previous projects and through a context analysis. This did include recognition that there were other active projects in South Sudan and that there was a risk of duplication. In general, the project had worked well within the context, particularly with local partners. There was some perceived duplication, but this did not have a material effect on performance.	5
D	Cross-cutting performance criteria		
1	Gender mainstreaming	The project catered well to the needs of women and through the establishment and strengthening of groups helped to empower a substantial number of women in the target area. The activities helped to open dialogue on gender roles and create more positive balance in some communities.	5
2	Monitoring and Evaluation (M&E): -M&E design -M&E implementation	As noted above, the Logframe had weaknesses in the indicators and targets identified. This weakness carried over into the project and there was not consistent monitoring of performance. The M&E system was not robust and data was not regularly collected. Yet key data is available and this is a difficult context with barriers to field access, making monitoring difficult to implement.	4 4 4
3	Results-based Management (RBM)	The project implementation has been very responsive and versatile to the local requirements. This has required consistent engagement with stakeholders. While monitoring has not been fully effective, day to day management has been clearly focussed on achieving results.	5
E	Performance of partners		
1	UNIDO	UNIDO has operated professionally and in line with the project objectives.	5
2	National counterparts	The main national government counterparts have had limited engagement in implementation because of the	5

#	<u>Evaluation criteria</u>	<u>Summary Assessment</u>	<u>Rating</u>
		unstable government context. The main national counterparts have been the industry associations and groups. These have been active and invested their own time and efforts into achieving results.	
3	Donor	Global Affairs Canada has been supportive throughout design and implementation.	5
F	Overall assessment	Based on the combined ratings across the criteria, the project performance has been assessed as successful.	5

6. Conclusions, recommendations and lessons learned

6.1 Conclusions

110. **Fisheries value chain development occurred as a result of the combined project investments.** The Project has demonstrated that investment in the economic potential of the fishery sector in the project areas resulted in increased production, improved sales of fish and fishery products and resultant benefits to local fisherfolk and associated post-harvest processing and marketing in the value chain. The Project experienced initial delays and significant challenges but has achieved positive results across all three objectives as the different component activities supported and reinforced results across the project. The support for capacity building and institution building were important to ensure the success of the other investments. The infrastructure enabled the economic gains, but the increased capacity ensured that the product improvements were in line with market demand.

111. **Infrastructure and equipment are fundamental requirements towards stronger market performance but did not reach the (ambitious) levels targeted at design.** The investments in value chain infrastructure were fundamental to strengthening the economic potential of the industry. The security situation delayed the project and some challenges with infrastructure and equipment were experienced. Yet, the results in improved production, reduced post-harvest losses and increased prices are evident. At the same time, the results have not been in the magnitude targeted to generate export market volumes and market channels. The context in South Sudan is challenging and the targets had to be scaled back to more realistic levels. The challenges in progressing with an ice plant which is an essential requirement for the export market, arose from a combination of not securing the land access as expected, and doubts regarding capacity to operate the facility sustainably. The land issues were a barrier to larger scale economic benefits and could have been addressed with more stringent planning and negotiation at an earlier stage of the project. Consequently, more investment and support are needed to build the value chains to the originally expected (export-oriented) levels of production.

112. **A strength of the project has been the investment in associations and collective activities.** The economic groups established or strengthened through the project (e.g. market associations, savings and credit groups, women's groups) provide an effective mechanism for skills development and collective economic action. The support for existing groups and strengthening of technical and management capacity underpins the likely sustainability of immediate benefits. While the groups are currently operational and have been strengthened by the Project, they still require a degree of external support. The facilities and equipment provided to the groups has been largely successful in generating income for individual members and for group operations for further development.

113. **Gender benefits have been high but with limited results in gender mainstreaming.** The groups (both women's and mixed gender) have been instrumental in strengthening the social and economic situation of participating group members. This has led to positive benefits for the specific women engaged with the project. Yet, there is also potential for the benefits to be mainstreamed into the institutional context in South Sudan through working more with the Ministry of Gender, Child and Social Welfare and other relevant organizations.

114. **Data collection throughout the project was challenging but beneficial; analysis required more attention.** Another challenge was the difficulties in data collection. The training in sustainable fisheries data collection resulted in new knowledge about fishery resources and marketing. However, the data is not in a format that is currently usable by the Ministry of Animal Resources and Fisheries. The power of enhanced knowledge about the resources, fish habitat and behaviour, species, and relating this to market information is a pre-requisite for further industry

development. The Project made a positive start in this regard, but it was only the beginning of a process that is required to be more extensive and analytical for sound and sustainable industry development.

6.2 Recommendations

1. **The Project demonstrated some improvements in food security and continued investment in the fisheries sector would assist in increasing and stabilizing food supplies.** The fisheries industry supplies high quality nutrition that is easily available to the population. It also has economic benefits that allow participants to purchase more and better-quality food. The investment in associated enterprises such as vegetable processing and production also contributes to food security. This implies that continued investment in the fisheries industry is a valid and strategic support for the government and communities in South Sudan to both address nutritional requirements and build the local economy. This requires the Government of South Sudan to continue to supply integrated support for both the value chain operations and capacity strengthening, as well as continuing to build monitoring capacity for both fish stocks, natural resources, as well as the movement and trading of produce.
 - Responsibility: Government of South Sudan
2. **Further investment in fisheries value chain infrastructure and equipment.** There are remaining investments in high demand e.g. the remaining fish camps, one landing station, ice plant, but these need carefully planning to address site specific concerns reallocation of land and to address specific needs. These remaining investments have future potential but need to be well-planned with the respective local governments. The responsibilities for maintenance and management need to be prepared before procurement commences.
 - Responsibility: UNIDO and GAC
3. **To further strengthen groups and further expand project benefits, continued support to the local associations and groups is required.** The project has demonstrated the positive benefits and potential of working with local industry associations. Yet these groups are still young and will require targeted support to expand their activities. Continued support would enable existing groups to consolidate their activities to ensure that they can independently continue operations. This could include support for implementation of their sustainability plans. Appropriate tracking and learning from their sustainability journey could assist the replication and scaling up of activities in other areas in a manner that is not currently occurring.
 - Responsibility: UNIDO
4. **The benefits for women in the fisheries and agro-processing activities has been positive and can serve as a foundation for change.** The growing economic and social empowerment that is occurring as a result of the project is a good practice in a country where wider uptake of gender good practices could be transformational. A more detailed review of the practices and innovations that have led to success should be documented and developed into policy input and guidelines for similar projects and programmes.
 - Responsibility: UNIDO, GAC and Government of South Sudan
5. **For a sustainable fisheries industry more attention is required on the resource base and sustainable fisheries management, supply and product handling.** This includes identification of breeding and feeding grounds, life cycle and seasonality factors to ensure that the environmental and biological requirements of the fisheries resource is adequately

protected. Similarly, while the supply currently seems to be high, further knowledge on factors affecting supply needs to be collected and analysed. This will require further capacity strengthening of the Ministry of Agriculture and Fisheries, not only at the officer level, but also at the policy and operational level within the Ministry. Work on the sector database and sustainable fisheries management is still at an early stage and requires long term, policy and strategic support that extends beyond direct activities in project areas.

- Responsibility: Government of South Sudan

6.3 Lessons learned and Good Practices

115. There are many lessons arising from the project that are contained in the data collected and its analysis. The following good practices are particularly noteworthy:

- **Designing for uncertainty.** When designing a technical cooperation project in South Sudan or another county with a similar situation, it is essential to define the time frame taking due account of probable delays (ascribed to insecurity, weather changes or natural disasters, or logistical problems) and/or additional processes needed resulting from replacement of government officials in charge. Ensuring a process that allows the project's work plan to be flexibly modified to meet changing needs is required for quality results.
- **Multiple mechanisms for sustainability.** Value chain development requires the involvement of multiple stakeholders at different stages of the value chain. A main value chain can also have associated smaller supply chains that support and strengthen an industry through ensuring economic and social resilience of the fishing communities. Therefore, the sustainable planning should consider these different mechanisms and support them. In this Project, the sustainability plans span over a range of organizations and initiatives which is a good practice. In cases where the financial capacity of the government is seriously limited and therefore on-going support is unsure, a long-term locally existing support system needs to be supported to secure sustainability.
- **Breaking down gender barriers can occur for both women and men.** The inclusion of men in women activities such the agro-processing, which has been viewed as women activities can change men's negative attitudes towards the participation of women in the outdoors activities and women's acceptance of men engaging in traditional women's roles. The use of strategies such as the childcare centre enable women to engage in trade without compromising their accepted roles but allowing greater economic freedom. Provision of alternative livelihood activities including youth, both men and women reduces the possibility of their involvement in conflict related activities such as cattle raiding, criminal acts such as pickpockets' and engages them in economically and socially productive activities.

ANNEXES:

Annex 1. Evaluation framework

The evaluation framework aligns with the expected intermediate and project outcomes. It identified guiding questions and specific indicators to measure progress.

Table A 1. Project Evaluation Framework

Key evaluation questions	Guiding sub-questions	Means of Measurement	Data sources
RELEVANCE			
1. How relevant was the project to UNIDO?	<ul style="list-style-type: none"> Was the project a technically adequate solution to the development problems in the fisheries sector in South Sudan? Did the project respond to the causes of the problems as identified in the project design? Did the project design adequately address the assumptions and constraints at the time of design? Was the project in line with UNIDO's comparative advantage? 	<ul style="list-style-type: none"> Training and capacity development activities (design, delivery and uptake) Satisfaction with training and results of uptake Review of assumptions & constraints. 	<ul style="list-style-type: none"> Document review Project records on training, # of participants (by gender) and any feedback results Stakeholder & participant Interviews
2. To what extent was the project suited to the priorities and policies of the target group, recipient and donor?	<ul style="list-style-type: none"> To what extent was the project aligned with the development priorities of South Sudan? How did the project reflect donor policies and priorities? How did the project design respond to the identified needs of fisheries sector stakeholders and fishing communities? Are the original project objectives still valid and pertinent for the target group? 	<ul style="list-style-type: none"> Strategic assessment of South Sudan, donor and UNIDO priorities. Needs assessments and project response 	<ul style="list-style-type: none"> Strategic documents Supervision mission & project reports Stakeholder & participant Interviews
COHERENCE			

Key evaluation questions	Guiding sub-questions	Means of Measurement	Data sources
3. To what extent was the project aligned with the global development agenda?	<ul style="list-style-type: none"> To what extent was the project aligned with the goals and targets of the 2030 Agenda? To what extent was the project aligned with the principles of the 2030 Agenda? Has the extent of alignment with global agendas changed over time? 	<ul style="list-style-type: none"> Strategic assessment of South Sudan project documents. 	<ul style="list-style-type: none"> Strategic documents Supervision mission & project reports Stakeholder & participant Interviews
EFFICIENCY			
4. How economically were resource inputs converted to results?	<ul style="list-style-type: none"> How economically were project resources used to produce results? Were expected inputs from UNIDO, CIDA and counterparts provided as planned? What measures were taken during planning and implementation to ensure efficient use of resources? To what extent were expected results achieved within the original budget? What factors impacted the efficiency of achievement of results? Did the project efficiently achieve results compared with alternative approaches? Was there potential for greater results with the same resource inputs? 	<ul style="list-style-type: none"> Budget allocation and expenditure review Comparison with other projects for approach and costs per participant. Counterfactual analysis 	<ul style="list-style-type: none"> Project and UNIDO financial & workplan records Project and stakeholder interviews
5. How timely was the delivery of expected results?	<ul style="list-style-type: none"> To what extent were expected results achieved within the original timeframe? What factors impacted the timeliness of achievement of results? Were project activities in line with scheduling in work plans? 	<ul style="list-style-type: none"> Timeline review 	<ul style="list-style-type: none"> UNIDO and project documents Project staff interviews Stakeholder interviews
EFFECTIVENESS			
6. How well has the project performed?	<ul style="list-style-type: none"> Is there valid evidence of results achieved? What is the quality of results? How do stakeholders perceive results achieved? 	<ul style="list-style-type: none"> Performance by component & activity 	<ul style="list-style-type: none"> Project documents Progress reports & project database

Key evaluation questions	Guiding sub-questions	Means of Measurement	Data sources
	<ul style="list-style-type: none"> • Are results achieved attributable to the project? 	<ul style="list-style-type: none"> • Stakeholder and participant perceptions on performance 	<ul style="list-style-type: none"> • Stakeholder interviews • Participant interviews and FGDs
7. Has the project done the right things?	<ul style="list-style-type: none"> • Were intended target groups reached by project results? • Were the project interventions appropriate to the target groups? 	<ul style="list-style-type: none"> • Field level assessment of targeting • Stakeholder and participant perceptions on targeting 	<ul style="list-style-type: none"> • Project documents • Stakeholder interviews • Participant interviews and FGDs
8. To what extent did the project achieve its objectives?	<ul style="list-style-type: none"> • For each project component were targets achieved? • What are the main results of the project at the output and outcome level? • What factors have affected the achievement of expected results? • Were different results achieved in different areas? What are the reasons for any variance? 	<ul style="list-style-type: none"> • Performance by component & activity • Project staff and stakeholder feedback on results 	<ul style="list-style-type: none"> • Project documents • Evaluator observation at project sites Staff and stakeholder interviews
9. To what extent have women in targeted fishery communities been empowered in terms of economic and social dimensions?	<ul style="list-style-type: none"> • What have been the impacts on women's skills, capacity and/or income as a result of the project? • Have women's associations benefited from institutional strengthening supported by the project? • What have been the positive and negative changes to women's economic empowerment as a result of the project? 	<ul style="list-style-type: none"> • Performance by component & activity • Stakeholder and participant perceptions on performance • Field level assessment of targeting 	<ul style="list-style-type: none"> • Project documents • Participant interviews and FGDs • Evaluator observation in project communities
PROGRESS TO IMPACT			
10. Are there opportunities for broader impact from project results?	<ul style="list-style-type: none"> • To what extent are lessons and results from the project incorporated into broader stakeholder mandates and initiatives? • Has institutional change resulted from the project? • To what extent are the project's results replicable? • To what extent could the project's approach and results be implemented at a larger scale? 	<ul style="list-style-type: none"> • Strategic review of context • Institutional assessment 	<ul style="list-style-type: none"> • Document review • Staff and stakeholder interviews

Key evaluation questions	Guiding sub-questions	Means of Measurement	Data sources
11. What long term effects have been produced by the project?	<ul style="list-style-type: none"> • What difference has the project made for beneficiaries? • To what extent are changes attributable to project activities? • What are the social, economic and environmental effects, either short-, medium- or long-term, on a macro and micro level? 	<ul style="list-style-type: none"> • Project outcome indicator performance • Strategic analysis of context for contribution to impact 	<ul style="list-style-type: none"> • Document review • Staff and stakeholder interviews • Participant interviews and FGDs
12. What effects from the project were intended and unintended, both positive and negative?	<ul style="list-style-type: none"> • What environmental safeguard effects resulted from the project? • What economic performance effects resulted from the project? • What social inclusiveness effects resulted from the project? • Were any results transformational? What was the key change and causes? • Were project assumptions leading to results valid? 	<ul style="list-style-type: none"> • Contribution analysis from theory of change 	<ul style="list-style-type: none"> • Project documents • Stakeholder and participant interviews/FGDs
SUSTAINABILITY			
13. How likely is it that project benefits will continue after project completion	<ul style="list-style-type: none"> • Will project results be sustained after the end of donor funding? • Does the project have an exit strategy? How likely is it this strategy will succeed? • Is adequate staffing and support being applied to continue processes 	<ul style="list-style-type: none"> • Institutional assessment • Stakeholder feedback on sustainability initiatives 	<ul style="list-style-type: none"> • Project documents • Stakeholder and participant interviews/FGDs
14. To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long-term objectives?	<ul style="list-style-type: none"> • What is the rate of uptake of new instruments and technologies? Will these rates be sustained/improved? • To what extent have results and outputs been institutionalized? • Have improved systems been incorporated into state budgets? 	<ul style="list-style-type: none"> • Project outcome indicator performance • Institutional assessment • Stakeholder feedback and documentation on budget allocations 	<ul style="list-style-type: none"> • Project documents • Document review • Stakeholder interviews
15. What are the key drivers and barriers to achieve	<ul style="list-style-type: none"> • What progress was made towards the conditions needed to address the long-term objectives? 	<ul style="list-style-type: none"> • Contribution analysis from theory of change 	<ul style="list-style-type: none"> • Synthesis of data sources

Key evaluation questions	Guiding sub-questions	Means of Measurement	Data sources
the long-term objectives?			
16. How resilient to risk are project benefits?	<ul style="list-style-type: none"> • What is the likelihood of financial and economic resources not being available beyond the end of the project? • Are there any social or political risks that may jeopardize the sustainability of project outcomes? • Is the level of stakeholder ownership sufficient to allow for the continuation of project benefits and outcomes? • Are stakeholders aware of the potential of continuing project benefits? • Is there sufficient public and stakeholder awareness of project activities and benefits to support the project's long-term project objectives? • Have risk management plans been established, including monitoring actions? 	<ul style="list-style-type: none"> • Risk analysis • Contribution analysis • Stakeholder and participant feedback on ownerships and risks 	<ul style="list-style-type: none"> • Synthesis of data sources • Stakeholder and participant interviews and FGDs.
LESSONS LEARNED			
17. What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?	<ul style="list-style-type: none"> • Has UNIDO and its partners documented and addressed the lessons in potential follow-on activities? • Have lessons learned identified during the mid-term review been actioned? 	<ul style="list-style-type: none"> • Project outcome indicator performance • Staff and stakeholder feedback on implementation lessons 	<ul style="list-style-type: none"> • Document review • Project staff and stakeholder interviews • Synthesis of data sources

Annex 2. List of documentation reviewed

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Annex 3. List of stakeholders consulted

UNIDO STAFF

Name	Title	Organisation
Andrew Goodwin	Program Manager	UNIDO HQ/ Vienna
Victor Baah	Technical Advisor	UNIDO HQ/ Juba
Theresa Loro	National Gender Consultant	UNIDO Juba
Beina Evaline Alex	Community Gender Development Expert	UNIDO Juba
Mary Simba	Processing Trainer	UNIDO Juba
Ms. Aweza	Coordinator	UNIDO Nimule

DONOR REPRESENTATIVES

Name	Title	Organisation
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Helen Barrette	Development Officer	GAC

PUBLIC SECTOR COUNTERPARTS

Name	Title	Organisation
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Tombe Wani Justine	Director General	MoGC&SW
Angelo Kedia	Director General	SMAR&FTK
Khamis Juma	Director of Livestock & Fisheries	SMoRF
Meaki Zakaria	Assistant D/Director for Fish Culture	SMARF/ CE
Alhaj Juma	Director Fisheries Management & Development	SMARF/ CE
Nelson Lege	Fisheries Official	SMARF/ CE

ALEZOKA WOMEN GROUP

Name	Position
Alice Moriku	Chairperson
Hellen Mark	Member
Agnes Isocipue	Member
Betty Ambayo	Member
Nataline Moriku	Member
Grace Bocipwa	Member
Grace Bocipwa	Member
Susan Asiensio	Member
Asiensio Gloria	Member
Lino Ojji	Member
Edema William	Member
Agnes Asiensio	Member
Laregina Batio	Member

Name	Position
Paska Saryo	Member
Foni Stelle	Member
Cecilia Awuo	Member
Josephine Chanda	Member
Agnes Achni	Member
Alice Daribayo	Member
Rose Muraa	Member
Stella Bayoa	Member
Bayoa Betty Santos	Member

FARMERS WOMEN GRUOP

Name	Position
Lucia Johny	Chairlady
Mary Kaku	Treasure
Mandlina Agor	Member
Angelinka Acan	Member
Sarah Mayet	Member

HARDWORKING WOMENS ASSOCIATION

Name	Position
Charity Rufus Taban	Secretary
Christine Iliha	Member
Grace Yaya	Member
Dina Adyor	Member
Linda Walter Oryem	Member
Khamisa John	Member
Aliza John	Member

KITA NA NYEI WOMEN GRUOP

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Estella Pita	Treasure
Cicila Kaku	Member
Sejerina Kaku	Member
Christina Agoi	Member
Clementina Poni	Member
Lucia Saki	Member

KURU KU WATE WOMENS ASSOCIATION

Name	Position
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Lucia Poni Tungon	Member
Lorna Nene	Member

Name	Position
Mary George	Member
Emmanuel Angelo Joseph	Member
Johnson Ali Musa	Member
Jackline Albino	Member
Rose Alfred	Member
Davidic Poni	Member
Angila Bojo	Member
Angelo Joseph	Member
Matilda Narou	Member

MANGALA WOMENS ASSOCIATION

Name	Position
Rohda Kiden	D/Chair
Susu Igaze	Member
Jane Nicola	Member
Erica Keji Loku	Member
Gisma Solomon Loku	Member
Betty Poni	Member
Lona Kaku	Member
Jackeline Poni Pita	Member
Afaf Abud	Member
Esther Khamis	Member
Nejua Suliman	Member
Rita Kiden	Member
Debora Kiden	Member
Rose Koujo	Member
Juan Ladu	Member
Regina Sake Moga	Member
MonikA Poni	Member

MONONYIK WOMENS ASSOCIATION

Name	Position
John Mamesics	Secretary
Unis Kuku	Chair day
Sejerina Poni	Member
Eriminu Joan	Member
Lillian Keji	Member
Lusia Puro	Member
Rose Poni	Member
Julya Keji	Member
Viola Denya	Member
Cilina Poni	Member

Name	Position
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Catharine Doki	Member
Futino Modi	Member
Ramdan Juma Wani	Member
Leha Bojo	Member
Elizabeth Kaku	Member
Dada James	Member

TEREKEKA LWOKEYI WOMENS GRUOP

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Jackline Jenerio	member
Victoria Lino	Member
Naimat Osman	Member
Margaret Kolong	Member
Idinte Thomas	Member

TEREKEKA TALING WOMENS GRUOP

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Sarah Kaku	Acting Secretary
Stella Kaku	Member
Mendelina Warun	Member

TOTOGITA WOMEN GROUP

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Mary Juan	Member
Hellen Kiden	Member
Mary Afalo	Member
Catharine Idildea	Member
Mary Enoka	Member
Helen Juan	Member
Suzan Loku pau	Secretary
Mary Yom	Member

YUPET WOMEN ASSOCIATION

Name	Position
Yasmin Seiman	Member
Josi	Member
Roda Thomas	Member
Jina Okeo	Member

Name	Position
Mary Lado	Member
Mikala Bua	Member
Agnes Agona	Member
Jane Poni	Member
Margaret Khamisa	Member
Margaret Aya	Member

KONYO-KONYO FISH MARKET

Name	Position
Regina Pita	D/Chair
Amani George	Treasure
Cirino Legge	Member
Anjelo Wani	Member

Annex 4. Evaluation Terms of Reference (ToR)

The complete evaluation Terms of Reference could be accessed at the below link:
<https://www.unido.org/resources-evaluation-and-internal-oversight-evaluation/terms-reference-ongoing-and-past-evaluations>



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation

UPGRADING THE FISHERY SECTOR IN SOUTH SUDAN

UNIDO Project ID: 120447

MARCH 2020