

## Terms of Reference

### **Individual Consultant for Midterm Review of the “Sustainable Fisheries Development in Red Sea and Gulf of Aden” Project (SFISH Project)**

<b>Program/Project Number:</b>	P178143
<b>Activity Code:</b>	PERSGA-2402-CS-INDV
<b>Type of contract; expected start/end date of assignment</b>	Lump sum; August 2024 up to November 2024

#### **1. Background**

The Regional Organization for Conservation of the Marine Environment of the Red Sea and Gulf of Aden (PERSGA) is an intergovernmental organization established since 1995. PERSGA institutional framework is based on the Regional Convention for the Conservation of the Red Sea and Gulf of Aden Environment (Jeddah Convention 1982), which joins seven member states, including Djibouti, Egypt, Jordan, Saudi Arabia, Somalia, Sudan, and Yemen. Rational use of marine resources and the protection of coastal marine environment from pollution and overexploitation are central objectives of Jeddah Convention (1982) and its derived Action Plan Regional Protocols and Action Plan. PERSGA runs regional programs and projects that support regional capacities and coordination to achieve these objectives.

This consultancy is carried out within the implementation of the project “Sustainable Fisheries Development in the Red Sea and Gulf of Aden”, referred to hereafter as SFISH project, which is financed by the World Bank, particularly within the midterm review process for the regional component of the project (Component 1), which is executed by PERSGA. The project development objective (PDO) of this Regional Component is to strengthen capacities and regional collaboration for sustainable development of marine fisheries in Red Sea and Gulf of Aden region. The regional component focuses specifically on the following subcomponents: a) developing PERSGA regional database and integrated information and knowledge management systems for monitoring and assessment, and sharing knowledge to support science-based policy and management of sustainable fisheries and living marine resources in PERSGA region; b) strengthening PERSGA platforms for capacity development and regional coordination mechanisms for sustainable marine fisheries and aquaculture; and c) enhancing citizens, private sector and development partners engagements in sustainable fishery through effective communication and awareness strategies. For more information on the SFISH project regional

component and subcomponents activities check the project summary provided in Annex 1 to this TORs. The full Project Appraisal Document (PAD) is available at the link <https://documents1.worldbank.org/curated/en/099435105112220262/pdf/P1781430feb1960f0802f0734a498c27e5.pdf>

In accordance with the M&E policies and procedures of World Bank (WB) and the Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden (PERAGA), a Midterm Review of the Regional Component of the SFISH is required. The project was started in September 2022 and is approaching its second-year completion. This TOR sets out the expected role and tasks of the consultant in assisting the subject Midterm Review (MTR) process.

## **2. Objectives**

The objective of the Mid-term Review (MTR) is to assess progress of the project, by measuring advancement towards achievement of the project objectives, documenting lessons learned, identifying constraints and major bottlenecks, and formulating recommendations on the options and opportunities for improving the project in general.

The objective of this consultancy is to provide an independent analysis of the progress of the project as part of the MTR process, based on the scope and approach outlined below. In this framework, the MTR will:

- Assess adequacy of the project design, implementation and progress towards the achievement of the project objective, and make recommendations regarding specific actions that should be taken for improvement
- Assess early signs of project success, constraints to success, or potential risks, and recommend necessary actions for management;
- Identify and document lessons learned, including those that might improve the project foreseen outcomes, or provide for potential success stories for sharing knowledge and replication in future interventions of the relevant WB and PERSGA program and projects.

## **3. Scope and Approach**

The project performance will be measured based on the indicators of the project's results framework, progress reports and other relevant materials. The MTR must provide evidence-based information that are credible and useful.

The consultant is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, PERSGA Focal Points and National Coordinators, and key stakeholders. The review consultant is expected to conduct a field mission to the region, in order to witness project interventions. Physical and online interviews will be held with PERSGA staff who have project responsibilities, Project National Coordinators, beneficiary stakeholders and agencies.

The consultant will review all relevant sources of information, such as the project documents, progress reports on activities, financial, management, etc., in addition to any other material that might be considered useful for evidence-based reviews and evaluation.

In this respect, the MTR will assess the effectiveness of the implementation and the results, considering different aspects, including commitment to implementation of the project by the executing agency and key stakeholders; relevance of PDO; adequacy of the project design for achieving expected results, and sustaining the efforts during and after project implementation; adequacy of the implementation plan and management arrangements; compliance with fiduciary and safeguards aspects; overall risks for implementation; and other aspects, such as lessons learned that can benefit the project or future projects, proposed adjustments and applicable steps forward in this regard. In order to achieve MTR assessment objectives, the scope and approach to be followed will reflect above categories of implementation performance and key aspects as outlined below.

### ***3.1 Implementation commitment***

The MTR will confirm and demonstrate the extent to which PERSGA is committed to the implementation of the project, and ownership and sustainability of the project outcomes. This shall be examined in meetings with the organization high level authorities, project team, key stakeholders, relevant partners, etc.

### ***3.2 Relevance of the PDO***

The MTR will evaluate to confirm that project development objective (PDO) defined earlier at the project grounding stage is still of relevance under current context and priorities, and having appropriate and rational indicators (baseline, targets and actual values) for sensible monitoring and evaluation.

In this respect, the project's overall results and impacts in terms of development outcomes, beneficiaries, directly related benefits for primary stakeholders, and potential benefits to be achieved during the remaining project implementation period will be assessed. This will involve discussions with PERSGA and project beneficiaries regarding the continued relevance of the project development objectives and likelihood of achievement during the remaining implementation period (taking into account current regional priorities). if required, the MTR should provide proposals and specific recommendations to adjust PDO and/or revised and measurable indicators, baselines and targets.

### ***3.3 Adequacy of the project design***

The MTR will assess the adequacy of project design to achieve expected results and sustain the efforts during and after project implementation. In the respect the assessment will consider different aspects, such as:

- Review progress (physical or otherwise), efficiency and adequacy of each project subcomponent in terms of delivery of project inputs, activities, and outputs, as well as quality of outputs and conformity with technical specifications

- Analyze financial progress and assess whether the use of funds matches the progress, efficacy, quality, and timeliness of procurement and disbursement activities.
- Assess relevance and effectiveness of technical assistance in building client's capacity and institutions, including training given to primary stakeholders and staff with regards to expected objectives.
- Discuss/assess whether current project design (components, scope, activities, timeframe) continues to be an adequate mechanism to achieve expected project results.
- Assess likelihood that achievements under project are sustainable and will continue to be so after project completion

As a result, the MTR should confirm that project implementation plan continues to be valid in terms of its content and timing (procurement plan, implementation timetable, disbursement schedule, etc.) or, if required, the MTR will provide proposals for design adjustments, with updated project costs, procurement plan disbursements schedule, etc.

### ***3.4 Adequacy of implementation plan***

The MTR will assess to confirm that project implementation plan continues to be valid in terms of its content and timing (procurement plan, implementation timetable, disbursement schedule, etc.). If possible, it will review project costs and assess whether original cost estimates remain accurate, and assess project cost-effectiveness. If required, the review should propose updated project costs, procurement plan disbursements schedule, etc.

### ***3.5 Adequacy of implementation and management arrangement***

The MTR will assess to confirm that existing implementation/management arrangements and capacity are adequate and satisfactory. In this respect the MTR will review the adequacy of project implementation and management arrangements in terms of staff, effectiveness in use of existing systems (fiduciary, safeguards, M&E), contract management capacity, reporting, etc. it may also assess quality of cooperation with donor, partners, and institutions, as well as the clarity of roles and responsibilities, effectiveness of decision-making, etc. this would include also assessing adequacy of implementation support arrangements in term of approach, resources, usefulness to anticipate problems, and effectiveness of follow up, adequacy and timeliness of funds flowing into the project, etc. if required, the assessment should propose modifications/adjustments to improve the existing implementation/ management arrangements.

### ***3.6 Compliance with fiduciary/safeguards aspects of the project***

The MTR will confirm that management of all fiduciary and safeguards aspects are satisfactory. If required, the assessment should propose actions to be agreed to improve identified weakness.

### ***3.7 Implementation risks***

The MTR needs to assess and confirm that overall implementations' risks continue to be manageable, and risk management measures continue to be relevant. Based on this the project risks

will be reassessed, identifying any new risks that need to be taken into consideration. If required, revised risks and risk management measures, including timing for their implementation and responsible party.

### ***3.8 Lessons learned and way-forward***

One of the important aspects to be considered in the MTR assessment is identifying lesson learned that can benefit the project in its remaining lifespan, and help proposing adjustments to the project documents and moving forward in general. The MTR can also capture potential success stories that can be augmented, recognized and build on in PERSGA program after the project, and future project/interventions in the region.

## **4. Expected Deliverables**

The following deliverables are expected (see schedule of deliverables below):

### ***4.1 Inception report***

The MTR consultant will prepare an inception report, which details his/her conception of the assessment, the approach and how the evaluation questions will be addressed. This is to ensure that the evaluator and the stakeholders have a shared view of the assessment. The inception report will include an evaluation matrix summarizing the evaluation design, methodology, questions, data sources, collection and analysis tools, and measures by which questions will be evaluated. The report will include the scope of work, work plan, timeframe after starting the evaluation process. The inception report should include a proposed schedule of tasks; activities and deliverables, with clear responsibilities for each task or product. The inception report will be discussed and agreed upon with PERSGA and project stakeholders.

### ***4.2 Draft assessment report***

The MTR consultant will prepare a draft Project Assessment Report, cognizant of the proposed format of the report and checklist used for the assessment (outlined in 3.3 below). The draft report will be submitted to PERSGA for review and comments by its review panel and stakeholders, and to validate that the evaluation considered all relevant information and meets the required approach and quality criteria. The report will be produced in English. PERSGA is responsible for ensuring timely arrangement for the review and validation of the report involving stakeholders' remarks within the allocated time-frame. Within undertaking the assessment and preparation of the draft report, the consultant is expected to carry out field mission to the region in order to collect and confer data and information.

### ***4.3 Final assessment Report and MTR regional workshop***

The consultant shall consider above comments on the draft report to develop the final assessment report. The content and the structure of the final analytical report with findings, recommendations and lessons learnt should cover the above scope of the evaluation and should meet the requirements of M & E for PERSGA and World Bank. Following clearance of the assessment report, the

consultant will be invited to participate and present assessment findings and recommendations in the project MTR regional workshop.

The content is expected to include the following:

- Executive summary (2-4 pages)
- Introduction (1-2 page)
- Description of the evaluation approach and methodology (6-8 pages)
- Background of the project (4-6 pages)
- Analysis regarding the project progress and achievements of the objectives, outputs and outcomes; challenges, impacts, financial review etc., considering the scope outlined above, (10-12 pages)
- Analysis of opportunities and options for guidance in the remaining project period and relevant future interventions (6-8 pages)
- Other key findings; practices, lessons learned and potential success stories (4-6 pages)
- Conclusions and recommendations (4-6 pages)
- Appendices (charts, tables, terms of reference, itinerary, people interviewed, documents reviewed, further readings)

#### ***4.4 Tentative schedule of the consultancy Deliverables***

<b><i>Deliverable</i></b>	<b><i>Time Frame</i></b>
Inception Report	Within one week after signing of contract
Review and agreement on Inception Report	Within one week after submission of the report
Draft assessment Report (including field mission expected to be conducted early September 2024)	Within four weeks after approval of the inception report
Review of Draft Final Report	Within one week after submission of the draft report
Final Report (expected to be available before end October 2024)	Within one week after receiving PERSGA comments on draft report
Presentation of the key findings and	Within a month from clearing the Final

recommendations in MTR regional workshop	Report
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## 5. Type of contract, duty station and payment

This contract falls under short-term consultant category system of PERGSA. It is on a lump sum basis, and payment will be in instalments linked with deliverables as specified below.

The consultant will work from homebase, where he/she has access to the relevant technical literature, to prepare for the evaluation. The consultant will undertake a mission to PERSGA region to conduct field assessments and establish required arrangement and networking with review team at PERSGA, and undertaking interviews with relevant participants/beneficiaries, examine project outputs; review & update input information/data, and discuss, thematic approach, layout, analysis results, content, etc. of the draft document.

The payment instalments will be owed as follows:

- 25% after adoption of the inception report
- 50% after undertaking the field mission and approval of the draft assessment report
- 25% after the approval of the final report, participation in the final evaluation workshop and submission of workshop report

## 6. Required qualifications/expertise and application procedure

- Advanced degree (preferable PhD) in marine environmental policies, living marine resources/ fisheries management, marine sciences, development policies, economic planning, economics, project management or other related fields.
- Extensive knowledge and expertise in the field of evaluation of development projects and programs, including working with international organizations and donors, relevant technical areas for at least 15 years.
- Experience with assessment of similar World Bank and PERSGA projects is preferable. Experience and familiarity with working in the region will be an added value.
- Knowledge and experience with result-based management and evaluation methodologies, applying indicators and reconstructing or validating baseline scenarios;
- Demonstrable analytical and reporting skills of international standards;
- Excellent English communication skills. Arabic and French are advantages

**Qualified candidates are requested to submit their updated CVs, together with expression of interest (EOI) to PERSGA in Jeddah, Kingdom of Saudi Arabia, at the email address: [sourcing@persga.org](mailto:sourcing@persga.org). Deadline for receiving application is 15<sup>th</sup> August 2024**

## **Annex (I): Summary Project Description**

### **Sustainable Fisheries Development in Red Sea and Gulf of Aden Project (SFISH)**

The SFISH Project includes three components: *Component (1): Strengthening regional collaboration in management of marine fisheries and aquaculture in the RSGA region*, which is implemented by PERSGA; *Component (2): Improving economic opportunities, food security and effective management of fishery production in Yemen*, which is implemented by the UNDP; and *Component (3): Project management*, which includes two subcomponents to be implemented by PERSGA (*Subcomponent 3.1*) and UNDP (*Subcomponent 3.2*), each respective to its administered technical component.

The following provides an overview of the SFISH Regional Component (Project Component 1 and management Subcomponent 3.1) main activities and milestones that are to be implemented by PERSGA, which comprises the part of the project specifically covered by this MTR consultancy.

#### **Component 1: Strengthening regional collaboration in management of marine fisheries and aquaculture in the RSGA region (US\$3.5 million)**

The component aims to strengthen and sustain regional collaboration through support to science-based management of fisheries in the RSGA, development of a regional platform for coordination of policies, legislation, management plans and measures for responsible fisheries and aquaculture and use of ecosystems approaches, and support to regional level capacity building and technical assistance program on management of living marine resources responding to both anthropogenic and climate.

Thus, interventions by the PERSGA regional part of the project mainly includes technical assistance, training, provision of goods and related consultancy services, and operational costs, which focus on:

- Building regional information management (IMS) & knowledge management capacity.
- Promoting PERSGA institutional capacity update guidelines for finance and procurement management procedures, and project management including environmental and social risk management.
- Develop and update regional technical guidelines and standard methods for LMR and fisheries data collection and statistics.
- Upgrading software system for oil spill tracking assisting response and mitigating impacts of oil pollution on fisheries and their critical habitats.
- Undertaking review assessments of the status/ management, and updating/ developing harmonized procedures/ action plans and promote capacities in PERSGA region, mainly for:
  - IUU fishing, fish spawning aggregations and fishery by-catch.
  - Fisheries statistics, stock assessments and monitoring for priority fisheries.
  - Critical fish habitats restoration mapping and programs
  - Action planning for fisheries conservation measures for sharks, marine turtles, seabirds and marine mammals.
  - Aquaculture best practices, EIA and biosecurity measures and systems
  - Climate Change adaptation and mitigation measures, and resilience for RSGA fishery and aquaculture.
  - Status and trend of fisheries indicators and reporting process



- Develop and deliver tailored regional training programs and workshops on the above subjects and issues.
- Organizing regional coordination platforms and meetings in sustainable fishery and aquaculture policies, action planning and management.
- Production and dissemination of awareness outreaches; brochures, pamphlets, newsletter, short videos, documentaries and supporting awareness campaigns and e-application.
- Financial management, procurement functions, ESS standards, monitoring and evaluation, and reporting process of the project management.

The above component interventions and activities are designed to be implemented under three technical subcomponents, including:

- a) *PERSGA Regional knowledge and information management system (KIMS), monitoring and institutional capacity.*
- b) *Regional platforms for capacity building and regional coordination of sustainable fisheries and aquaculture in the regional cooperation mechanism.*
- c) *Enhanced communication strategies and awareness for citizen, private sector and development partner engagement in the regional sustainable fishery development.*

**Subcomponent 3.1: Project management, monitoring and evaluation and reporting by PERSGA (approximately US\$0.35).**

This subcomponent includes technical assistance, training, operating costs, and goods for PERSGA for management of the regional activities ensuring technical, fiduciary, environmental and social, parameters, and developing and maintaining a grievance mechanism (GM). It will also support ongoing communication activities to raise awareness about the SFISH Program and implementation progress, ensure effective engagement of stakeholders at the RSGA level.

The following table summarizes main milestones and activities designed under the above different subcomponents of the PERSGA SFISH project component

Main milestones and activities	Year 1	Year 2	Year 3	Year 4
<b>Subcomponent 1.a: PERSGA IIMS, KMS and institutional capacity</b>				
PERSGA and EMARSGA database server, computer and network hardware	■	■	■	
Software development establishing PERSGA IIM & KM system Website, Mobile Appl and E-Training platform	■	■	■	
Pollution modeling system upgrade, updating ROSCP and capacity development		■	■	
Build capacity for improving ship wastes and oil reception facilities to support effectiveness of RSGA MARPOL Special Area		■	■	
Upgrade PERSGA conference room and audiovisual systems	■	■		
PERSGA procurement manual updating, training and support	■	■	■	
PERSGA environmental and social risk management manual, training and PCU support		■	■	
<b>Subcomponent 1.b: Regional coordination/capacity building platforms for sustainable fishery and aquaculture</b>				
Improving fishery statistics, stock assessment and management for joint assessment and cooperation		■	■	■

Main milestones and activities	Year 1				Year 2				Year 3				Year 4				
Design and production of the regional fishery status report incl. summary outreach for policy makers and stakeholders																	
Equipment and tools to support monitoring, assessment and fishery management in the member states																	
Regional and national assessments, capacity building and RAPs for IUU fishing, SPAGs & bycatch management																	
Regional and national assessments, capacity building and RAPs for sharks, marine turtles, seabirds and marine mammals																	
Assessments and capacity building on vulnerability and climate resilience measures for fisheries & aquaculture sectors																	
Regional assessments, capacity building and mapping for priority areas supporting restoration of critical fishery habitats																	
High resolution satellite images for mapping priority critical habitat restoration areas																	
Regional assessments, guidelines and capacity building on RSGA sustainable aquaculture, EAA, biosecurity and accreditation																	
International training course for national capacities on aquaculture innovative methods and technologies																	
Regional training and exchange program on sustainable aquaculture breeding and induced spawning techniques																	
<b>Subcomponent 1.c: Citizen and private sector engagement through strategic communication and awareness</b>																	
Media equipment for PERSGA awareness program																	
Design and production of short animated videos and documentaries on sustainable fisheries issues																	
Production publications, educational and outreach materials project knowledge sharing and awareness																	
Communication and awareness national workshops in the member states																	
R & D forum for marine research institutes and stakeholder planners and business community in the RSGA																	
<b>Subcomponent 3.1: Project Management</b>																	
Project Inception Workshop																	
Midterm evaluation																	
Final evaluation																	
Project management assistant																	
External Audit																	

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