Ministero degli Affari Esteri
e della Cooperazione Internazionale

2025 | Evaluation report

Impact Assessment - Tunisia:

“Stabilization and Socioeconomic Development of Tunisian Coastal Regions – Nemo Kantara”

AID 11815

This independent evaluation was commissioned by Office III of the Directorate-General for Development Cooperation of the Italian Ministry of Foreign Affairs and International Cooperation to STEM-VCR through a public tender procedure pursuant to Article 50 of the Italian Public Procurement Code (D.lgs n. 36/2023).

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The opinions expressed in this document represent the views of the evaluators and do not necessarily coincide with those of the client.

The photo on the front page shows the Guellala Pier (Médenine) built by the NEMO Kantara project.

The author of the photo is Ricardo Wetzler

Summary

LIST OF ACRONYMS

AICS	Italian Agency for Development Cooperation
ANETI	Agence Nationale pour l'Emploi et le Travail Indépendant
APAL	Agence de Protection et d'Aménagement du Littoral
APIA	Agence de Promotion des Investissements Agricoles
APII	Agence de Promotion de l'Industrie et de l'Innovation
APIP	Agence des Ports et des Installations de Pêche
AVFA	Agence pour la Vulgarisation et la Formation Agricole
CFPP	Centre de Formation Professionnel pour la Pêche
CIHEAM	International Centre for Advanced Mediterranean Agronomic Studies
CoPil	Steering Committee
CRDA	Commissariat Régional au Développement Agricole
CSR	Corporate Social Responsibility
CTA	Center Technique de l'Aquaculture
DAC	Development Assistance Committee (Comité d'Aide au Développement)
DGPA	Direction Générale de la Pêche et de l'Aquaculture
DGSV	Direction Générale des Services Vétérinaires
FAO	Organisation des Nations Unies pour l'Alimentation et l'Agriculture
GDAP	Groupement de Développement Agricole et Pêche
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEWE	Gender Equality and Women's Empowerment
GFCM	General Fisheries Commission for the Mediterranean
GIPP	Groupement Interprofessionnel Des Produits De La Pêche
GO	General Objective
ICZM	National strategy for integrated management of coastal zones (2011-2021)
IGA	Income Generating Activities
INSTM	Institut National des Sciences et Technologies de la Mer

IRVT	Institut de la Recherche Vétérinaire de Tunisie
M&E	Monitoring and Evaluation
MAECI	Ministry of Foreign Affairs and International Cooperation
MARHP	Ministère de l'Agriculture, des Ressources Hydrauliques et de la Pêche
MEHAT	Ministère de l'Équipement, de l'Habitat et de l'Aménagement du Territoire
MoU	Memorandum of Understanding
MS	Member States
NBSAP	National Biodiversity Strategy and Action Plan 2018-2030
NDC	Nationally Determined Contributions
NGO	Non-Governmental Organization
NI	Not indicated
OECD	Organisation for Economic Co-operation and Development
OP	Operational Programs
Op	Output
PD	Project Document
PRA	Participatory Rural Assessment
SDG	Sustainable Development Goals
SIDEE	Systèmes Intelligents de Distribution d'Eau et d'Électricité
SMBSP	Société Mutuelle de Base des Services de Pêche
SNTE	Stratégie Nationale de Transition Écologique
SO	Specific Objective
TFP	Technical and financial partner
TND	Tunisian Dinar
ToC	Theory of Change
TRACE	Tunisian Rural and Agricultural Chains of Employment project
UNDP	United Nations Development Programme
UNEP/MAP	United Nations Environment Programme / Mediterranean Action Plan
UTAP	Union Tunisienne de l'Agriculture et de la Pêche
UTSS	Union Tunisienne de Solidarité Sociale

VNO	Non-Onerous Variant
WestMED	The WestMED Initiative

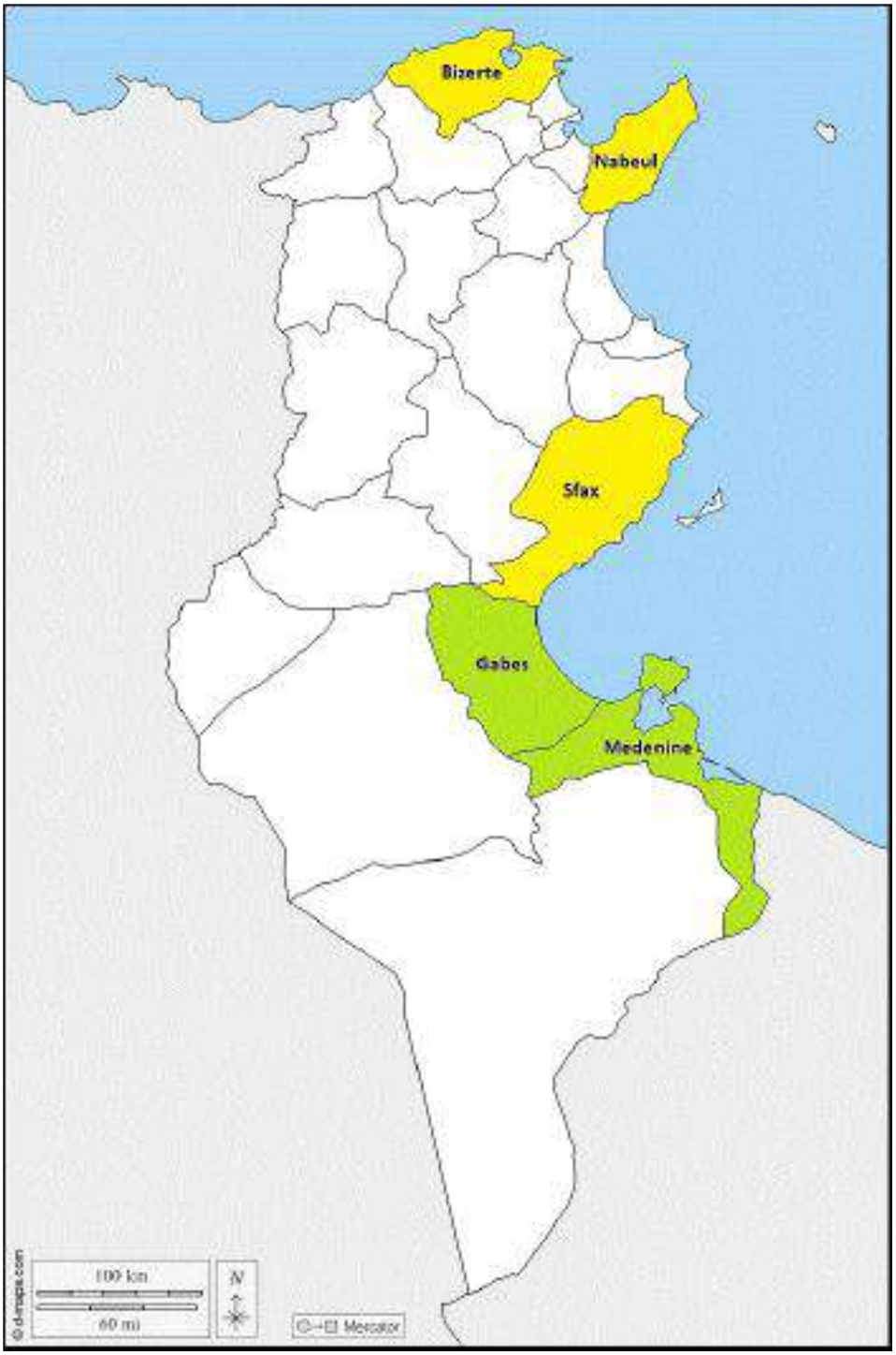
Note on the language used

To ensure clarity and ease of reading, the masculine gender is used generically throughout this report. This editorial choice should not be interpreted as a sign of exclusion. It includes women and men, girls and boys, as well as all those affected by the initiative under consideration. This convention is intended solely for the simplification of wording, in accordance with the principles of equality, equity, and inclusion.

LOCATION OF THE INTERVENTION

The project was implemented in the coastal areas of the governorates of Gabès and Medenine (Zarzis, Djerba), Bizerte (Ghar El Melh), Nabeul (Kelibia, B. Khyar, Slimen), and Sfax (Kerkenah).

Figure 1: Map of Tunisia with the project's targeted governorates highlighted. The governorates affected by SO2 activities are highlighted in yellow (Source: DdP).



SUMMARY

The project "Stabilization and Socioeconomic Development of Tunisian Coastal Regions" (AID 11815), also known as NEMO Kantara, was implemented between October 19, 2019, and May 19, 2023, for a total duration of 43 months. Initially scheduled to last 36 months, the project was extended by seven months to January 2023, following a request approved on March 7, 2023.

The project was implemented by the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM) in Bari, serving as both the promoter and executor, in collaboration with the Tunisian Ministry of Agriculture, Water Resources and Fisheries (MARHP).

The project was implemented in the coastal areas of the governorates of Gabès and Médenine (Zarzis, Djerba), Bizerte (Ghar El Melh), Nabeul (Kelibia, B. Khyar, Slimen), and Sfax (Kerkenah). The total cost of the project was €5,000,000, financed by the Italian Ministry of Foreign Affairs and International Cooperation (MAECI) through the multi-bilateral financing channel, approved by Joint Committee Resolution No. 29 of March 29, 2019.

This initiative follows a series of previous projects in similar sectors, known as NEMO I and NEMO II, carried out in the period 2015-2017 in the coastal areas of Gabès and Médenine with funding from Italian cooperation.

The **General Objective** (GO) of the evaluated NEMO Kantara project was the improvement of the resilience of coastal communities through integrated and sustainable management of natural resources and participation in local development. Regarding the **Specific Objectives** (SO), **the project envisaged**:

a) Improve and diversify the production and income of fisheries operators in the governorates of Gabès and Médenine (Output (Op)1, Op2, Op3 related to SO1);
b) Strengthen sustainable coastal planning capacities in five pilot regions (Médenine, Gabès, Nabeul, Sfax, Bizerte) (Op4 related to SO2).

In relation to these objectives, the **expected results** (Output - Op) are the following:

For OS1:

- **Output 1**: Producer organizations in the fisheries sector and institutional actors in Gabès and Médenine are strengthened and interact in a network for the sustainable management of natural resources;
- **Output 2**: The competitiveness of fisheries operators is strengthened through the improvement of infrastructure and basic services to meet local and international demand;
- **Output 3**: Diversified/improved productive activities provide new opportunities for youth and women.

For OS2:

- **Output 4**: The integrated and sustainable development of the areas of Médenine, Gabès, Nabeul, Sfax, and Bizerte is improved through the provision of coastal development plans (Master Plans) to the MARHP.

In terms of direct beneficiaries, the initiative addressed the following institutions and individuals, as indicated in the Project Document (PD):

i. State/semi-state institutions;

- At the central level: i) Ministry of Agriculture, Water Resources and Fisheries (MAPRH); ii) Directorate General of Fisheries and Aquaculture (DGPA); iii) Directorate General of Veterinary Services (DGSV) for a total of 4 people.
- At the regional level (Médenine, Nabeul, Gabès, Sfax, Bizerte): i) Regional Commission for Agricultural Development (CRDA); ii) Agency for Ports and Fishing Facilities (APIP); iii) Interprofessional Group for Fishery Products (GIPP); iv) Agency for Training and Agricultural Extension (AVFA) for a total of 40 people.

ii. Rural coastal communities/Associations/Mutuals/Trade Unions (small-scale fishermen)

- Individual fishermen: for a total of 2,500 people
- Clam fishermen: for a total of 1,200 people
- 21 Agricultural and Fisheries Development Groups (GDAP) between Gabès and Médenine: approximately 1,500 members in total, men and women

iii. Research institutes

- 1 Laboratory of the Tunisian Institute of Veterinary Research (IRVT) in Tunis and 1 in Sfax: 4 Researchers/Technicians
- 1 Laboratory of the National Institute of Marine Sciences and Technologies (INSTM) in Sfax and 1 Laboratory in La Goulette (Tunis): 4 Researchers/Technicians

The analysis conducted on the basis of the evaluation criteria led to the following conclusions.

- **Relevance**

The NEMO Kantara project demonstrated good relevance to national priorities, building on the experience gained during the NEMO I and II projects. It addressed clearly identified needs, particularly in terms of governance, infrastructure, community development, and the economic inclusion of vulnerable women and youth. The sectoral institutional framework deployed (DGPA, INSTM, CRDA, AVFA, APIP) and the training and technical support tools generally ensured the intervention's coherence. However, during the design phase, consultation remained nationally focused, with incomplete territorial and community involvement. Furthermore, several public and private stakeholders essential for diversification were not sufficiently mobilized. In the incomplete Logical Framework, the project's key outputs (Op1.2, Op1.3) include heterogeneous objectives and resources, and a limited breakdown by type of action. It presents predominantly process-oriented indicators, without target values or a breakdown by gender or area, which limits the analysis of the results achieved. Furthermore, despite gender mainstreaming, the lack of dedicated tools or strategies has limited its transformative impact. No action has been taken to include people with disabilities. Finally, the closure of clam harvesting areas, although identified from the outset as a major environmental constraint, appears to have been underestimated, despite impacting a key area of expertise for CIHEAM and its Tunisian partner.

- **Internal and external coherence**

The project is aligned with national priorities, such as the 2016-2020 (and 2023-2025) Development Plans, as well as sectoral strategies for the blue economy, coastal management, and biodiversity. It is also aligned with Tunisia's international commitments, particularly the Sustainable Development Goals (SDGs) and the EU Green Deal. The project has developed a map of ongoing external initiatives. However, no updates have been made, nor has a formal

coordination framework been established, despite the sector being characterized by a high density of interventions supported simultaneously by multiple donors (AICS, the EU, third countries, UN agencies, and other technical and financial partners), with little coordination. In the absence of a structured consultation mechanism, the risk of fragmentation of efforts could outweigh the opportunities for complementarity and synergy, both at the sectoral and territorial levels.

- **Effectiveness**

The analysis reveals an overall dynamic but heterogeneous implementation. Most of the 35 planned actions have been completed, some after adjustments. The components related to strengthening professional organizations (Op1.1) and improving/diversifying income (Op1.3) have produced satisfactory results. However, several stakeholders noted a gradual shift from the initial objective, focused on the fisheries sector and improving production, to a more widespread approach of economic diversification, which has led to a partial loss of the project's identity and less strategic coherence. The components related to infrastructure and equipment (Op1.2) and territorial planning (Op2.4) have produced more limited effects during implementation. The late implementation of a substantial portion of the activities has limited the possibility of post-delivery support of infrastructure and equipment. However, the impact of the infrastructure implemented, although delayed, is considered high and sustainable by beneficiaries. The project's effectiveness in the Professional Fishing Training Centres (CFPPs) has not been directly measured, but feedback indicates an improvement in the skills of trainers and young people. Finally, the lack of results-oriented monitoring and an activity-focused approach limited the ability to measure overall effectiveness in real time, especially since the mid-term evaluation was conducted solely by compiling best practices in the related report. However, the project demonstrated a genuine ability to adapt to evolving needs and contextual constraints.

- **Efficiency**

Despite a remarkable ability to adapt to constraints, particularly post-COVID, the project's efficiency appears limited. Some actions were modified for strategic reasons or cancelled, while others, impacted by the pandemic, led to budget reallocations. The team's slow start and late launch resulted in a high concentration of expenses over the last 19 months, with 63% of the budget consumed during this period. The budget structure proved poorly adapted: 31% of activities were grouped into underfunded deliverables, accounting for less than 7% of the budget. Low-detailed budget lines, such as that for activity 3.2.4 (€968,930, or 81% of Op1.3), were difficult to read and account for. High management costs (38%), weaknesses in reporting, including a first report submitted after 25 months of implementation, as well as the late submission of the Non-Onerous Variant, also weighed on overall efficiency and revealed limited budget management capacity.

- **Sustainability**

The sustainability of the NEMO Kantara project can be described as partial and differentiated depending on its components. At the institutional level, some results have been integrated into existing systems (INSTM, AVFA), demonstrating a certain degree of ownership. However, other components (such as the fishing museum or some technical equipment) suffer from a lack of clear definition and interinstitutional coordination for equipment management, which limits their sustainability. At the economic level, collective projects in the fisheries, agriculture, and waste management sectors are showing signs of viability, strengthened by real demand and the use of investment funds deemed effective. This reflects an encouraging local dynamic, but one that remains fragile without long-term structural support. In terms of infrastructure, the main ones are operational, with a planned maintenance mechanism, but the ambiguity of

responsibilities and the lack of regular certification for some equipment pose a risk to their technical sustainability. Sociocultural sustainability is generally ensured, but remains poorly formalized in a clear transition strategy. In the absence of a comprehensive, early, and structured exit strategy, overall sustainability remains heterogeneous, dependent on local dynamics, and vulnerable to disruption in the absence of clearly identified institutional or financial support.

- **Impact**

The project's immediate impact is positive, but limited in scope and insufficiently demonstrated due to the lack of robust evaluation mechanisms oriented toward long-term transformation. At the local level, the project has produced tangible improvements, including better working conditions in ports, the creation of producer organizations, support for entrepreneurship, and the active involvement of women in some income-generating activities. These advances demonstrate positive community roots and stakeholder engagement. Collective projects, particularly those related to the cold chain or recycling, demonstrate the potential for local transformation. However, individual initiatives have remained fragile, often halted due to a lack of structured support and connections with local sectoral mechanisms. At a more structural level, several factors have hindered sustainable impact: a lack of institutional capitalization, a lack of a transversal gender strategy, poor scientific and technical coordination, and a lack of indicators to measure the overall objective. Finally, the lack of a strategic framework focusing on community resilience, despite it being at the heart of the overall objective, prevented a clear demonstration that the project had contributed to profound change or lasting improvement in the living conditions of the communities.

- **Communication and visibility**

Kantara project's communication strategy formalized visibility actions structured around a multi-channel plan, with notable results at the local level, particularly in the areas of intervention. Donor visibility obligations were met, and several tools were produced and disseminated. However, the impact of communication remains limited at the national level. Furthermore, the lack of follow-up on the tools produced (educational videos) and insufficient awareness-raising among decision-makers and national media have reduced the strategic reach of communication.

Regarding **best practices**, the following is worth noting:

a. **Coherence between planning and implementation as a factor of credibility and appreciation**. The project, in line with the planning documents, delivered visible and tangible interventions, particularly in terms of infrastructure. This alignment between commitments made and results achieved was recognized by public actors as a hallmark of reliability, strengthening the project's perceived usefulness and legitimacy among the stakeholders involved.
b. **Participatory Rural Assessment (PRA) methodology as a strategic tool**: The methodology has served as a lever for participatory territorial planning. Its structured implementation and adoption by local stakeholders make it a transferable tool to other sectors, aimed at strengthening dialogue, priority setting, and local planning.
c. **Local embeddedness by community facilitators**: The use of field facilitators strengthened community proximity and the inclusiveness of interventions, particularly for women and vulnerable groups.
d. **Structured around shared infrastructure**: Collective projects based on shared infrastructure (e.g., ice storage units, recycling) have demonstrated strong sustainability and greater local ownership. They promote scale effects and economic resilience.

e. **Scientific valorisation through ISO 17025 accreditation**: INSTM obtained ISO 17025 certification thanks to the support of the project, thus strengthening its institutional role and its technical autonomy.
f. **Reuse of beneficiary data for post-project guidance**: The data collected was reused by stakeholders to guide beneficiaries to other programs.
g. **Integrated interinstitutional coordination**: collaboration between local public bodies helped ensure territorial coherence of actions, avoid duplication, and strengthen synergies.
h. **Scheduled maintenance of local infrastructure.** Local institutions have planned and are implementing a ten-year maintenance plan for the docks, thanks to a total allocation of €60,000 within the project, thus ensuring the long-term functionality of the completed works. At the same time, the equipment supplied to the Houmt Souk market is regularly maintained by APIP, which has assumed the costs, providing a concrete example of institutional ownership and post-project sustainability.

Additionally, the team documented a number of **lessons learned**, notably:

a. **Plan an exit strategy from the design phase**: The lack of a structured exit strategy limits the sustainability of some results.
b. **Advance equipment purchases**: Acquisitions made at the end of the project limit adequate technical and organizational monitoring.
c. **Dedicate a phase to consolidation**: The absence of a specific capitalization and transition phase reduces the rooting in dynamics.
d. **Define a clear chain of results with strategic indicators**: The lack of a structured logical framework and strategic indicators limited the impact analysis.
e. **Strengthening the link between financial aid and post-creation support**: The fragility of some economic projects is linked to the weakness of post-creation technical and entrepreneurial support.
f. **Institutionalize participatory tools from the initial stages**. Participatory approaches have proven effective, but are poorly institutionalized. Their integration into public practices requires gradual skill transfer, ongoing training, and inclusion in local procedures.

General recommendations:

- **Clearly define the sustainable coastal development framework from the outset of the project**. Co-construct, from the early stages of the project, a shared vision of sustainable coastal development with all stakeholders (public institutions, local authorities, economic, scientific, and community actors). This concerted definition of components and priorities will ensure ongoing strategic alignment, facilitate cross-sectoral synergies, and anchor project actions in a coherent and sustainable trajectory at the territorial level.
- **Focus on results, not on the accumulation of activities**. Place results at the heart of the intervention strategy, considering actions and results as tools for change.
- **Adapt the scope and pace of the project to its complexity**. To avoid overload at the end of the project, it is essential to limit the number of operationally intensive activities or, if this is not possible, to plan for a duration longer than 36 months.
- **Capitalize on lessons learned from previous projects and stakeholders**. Establish a structured process to capitalize on lessons learned and best practices from similar projects, as well as feedback from local, technical, and institutional stakeholders, before launching new initiatives. For example, produce a summary document of good

practices, lessons learned, conclusions, and recommendations emerging from external and internal evaluations of completed and ongoing projects to be used in the design phase of new interventions, including with the partners involved, as well as during project initiation.

- **Anchor interventions in a contribution to sectoral policies**. Systematically transmit lessons learned and insights from the field to institutional levels to continuously inform public policies and sectoral strategies.
- **Align vocational training with value chains and local employment dynamics**. Strengthen employment integration as a lever for resilience in coastal communities, as has been done for promoting entrepreneurship, fully integrating it into future interventions. To this end, developing market studies on fisheries value chains will help shape appropriate training offerings, with a more prominent role for CFPPs, driven by the modernization and digitalization of their equipment. Strengthening applied research can also contribute to this objective.

1. Award and execution procedures

As part of the direct award procedure provided for in Article 36, paragraph 2, letter a), of Legislative Decree no. 36/2023 art. 50 and subsequent amendments, the Directorate General for Development Cooperation - Office III, Evaluation Service of the Ministry of Foreign Affairs and International Cooperation, has entrusted STEM-VCR srl with the task of conducting the impact assessment for the initiative entitled " **Stabilization and Socioeconomic Development of Tunisian Coastal Regions - NEMO Kantara.**" The evaluation officially began on May 19, 2025.

The **Inception Report** was presented on June 6, 2025, completing the methodological proposal presented on March 27, 2025. This document outlined the methodological guidelines, operational timeline, and evaluation tools proposed for carrying out the activities and drafting the final report.

The **field mission** took place from June 23, 2025, to July 14, 2025, in accordance with the established work plan.

2. Context of the initiative being evaluated

2.1 Situation of the country

2.1.1 Brief description of the development policies in force in the country and its political, socioeconomic, cultural, and institutional situation

Since the 2011 revolution, Tunisia has undergone an institutional transition characterized both by democratic progress – including the adoption of a new Constitution in 2022 and the election of a new Assembly in 2023 – and, more recently, by a gradual recentralization of decision-making processes, with a strengthening of territorial management by central authorities through regional state structures, such as governorates and regional councils.

In 2016, Tunisia adopted a **five-year development plan (2016-2020)** structured around five strategic axes: i) good governance, ii) transition to a regional economic hub, iii) inclusive human and social development, iv) reduction of regional disparities, and v) strengthening the green economy as a pillar of sustainable development. This framework laid the foundations for a transition to a more equitable and resilient model, with a particular focus on the development of natural resources and the participation of regions in national growth. Following this, a new **Development Plan 2023-2025 was adopted**[1], with a greater focus on public investment, rationalization of spending, modernization of productive sectors, and securing strategic resources. This new framework strengthens alignment with the objectives of the NEMO Kantara project, particularly with regard to integrated governance of coastal zones, the development of artisanal fisheries, sustainable employment in coastal areas, and the management of local infrastructure.

In 2023, Tunisia adopted a **National Strategy for Ecological Transition (SNTE)**, which includes 53 measures focusing on environmental governance, climate change adaptation, sustainable resource management, the green and blue economy, and capacity building.

[1] It was adopted by Legislative Decree No. 2023-33 of 11 May 2023

In November 2022[2], Tunisia ratified the Protocol on **Integrated Coastal Zone Management (ICZM)** of the Mediterranean, adopted in Madrid in 2008, which aims to promote sustainable, balanced, and integrated management of coastal zones, preserving their ecosystems while supporting their socio-economic development.

Furthermore, the **National Strategy for the Sustainable Blue Economy** (started in 2020 and still ongoing[3]) aims to strengthen sustainable fishing and the development of fish processing chains. This strategy encourages port modernization, traceability, and the emergence of innovative sectors, particularly in the blue crab sector. Support is provided through European and Mediterranean projects such as the Mediterranean Fisheries Network (Fish Med Net), the Mediterranean Forum for Applied Ecosystem-Based Management (MED4EBM), and the WestMED Initiative (WestMED).

On the environmental front, Tunisia has adopted the **National Biodiversity Strategy and Action Plan 2018-2030 (NBSAP)**, which includes Action 46 aimed at integrating marine biodiversity conservation into sectoral planning tools. This plan was developed under the auspices of the Ministry of the Environment, with the support of the United Nations Development Programme (UNDP) and the Global Environment Facility (GEF)[4].

2.1.2 The fishing situation in Tunisia and in the intervention areas

Agriculture and fishing are essential components of the Tunisian economy. These two sectors contribute approximately 10% of the country's gross domestic product (GDP) and account for approximately 11% of total exports. They have always been an important source of income and employment for many families, particularly in rural and coastal communities in the south of the country. National production of fishery and aquaculture products reached 150,000 tons in 2023, worth 1.53 trillion Tunisian dinars. Coastal fishing and trawling account for 52% of production. The number of jobs generated by the fishing sector is estimated at 55,000 direct jobs.

Fish exports account for approximately 12.3% of Tunisia's agricultural exports. These exports increased in 2023 compared to 2022, from 38,447 tonnes, worth TND 524.4 million, to 37,062 tonnes, worth TND 509.8 million.

This slight decline is due to a decrease in export quantities of some species, although crustacean exports increased in terms of quantity and value (+19.7% and +16.9%, respectively). Bluefin tuna exports continued to play a key role, with sustained demand, particularly from Japan.

Seafood imports increased by 15.4% in quantity and 14.2% in value, driven by increased imports of frozen tuna, canned tuna, semi-preserved tuna, and, in particular, semi-preserved anchovies, which remain among the most popular products among Tunisian consumers. Numerous canned tuna brands have emerged in recent years. The seafood trade balance recorded a surplus of +45.9 million TND in 2023, compared to +118.2 million TND in 2022, confirming that the international market still offers significant potential, although trade margins have narrowed slightly.

Approved investments in coastal fisheries showed a stable trend in 2023, highlighting the importance of the fisheries sector's socioeconomic contribution to the country's economic development.

[2] Decree No. 2022-917 of November 29, 2022

[3] https://www.environnement.gov.tn/tunisie-environnement/environnement/processus-delaboration-de-la-strategie-nationale-sur-leconomie-bleue-en-tunisie

[4] For further details, please refer to point 5.2.1 (Internal coherence)

Coastal fishing is a key component of Tunisia's fisheries economy, representing approximately 30% of national production, with 43,286 tonnes in 2020 out of a total of 126,526 tonnes. The sector plays a crucial role in the socioeconomic fabric of several regions, including Médenine, Gabès, Sfax, Bizerte, and Nabeul, where it represents both a source of income and stability for thousands of families (GIPP - National Statistics)[5]. This subsector employs over 50,000 people directly or indirectly. The coastal regions of Médenine, Gabès, Sfax, Bizerte, and Nabeul illustrate the diversity, strengths, and challenges of this activity, particularly with the emergence of the blue crab as a strategic resource and the crisis in the clam sector. Blue crab has been actively fished in these areas since 2015, representing approximately 30% of the national total (about 500 tonnes/year), with a controversial ecological impact, particularly on natural clam beds.

2.2 Italian Cooperation in Tunisia

Tunisia has been a key bilateral partner for Italian cooperation since the 1980s. This close bilateral partnership supports institutional reforms, the social and solidarity economy, women's empowerment, territorial governance, and climate change adaptation. The fisheries sector is a priority, with a view to sustainable development, territorial cohesion, and the valorisation of marine resources.

At the time of the NEMO Kantara project formulation, according to the Memorandum of Understanding (MoU) between Italy and Tunisia for the period 2017-2020, the Italian Cooperation in Tunisia was managing a project portfolio totalling **165.5 million euros**, divided between **100 million euros in soft loans** and **65.5 million euros in grants**[6].

Italy also supports Tunisia through the **Interreg NEXT Italy-Tunisia 2021-2027 cross-border cooperation program**, co-financed by the EU. It targets sixteen Tunisian governorates, including Médenine, Gabès, Sfax, and Nabeul, and finances projects for sustainable coastal zone management, port modernization, fisheries sector resilience, and an inclusive blue economy. This program strengthens institutional, technological, and economic exchanges between the two shores of the Mediterranean.

Furthermore, through multilateral contributions, Italy indirectly supports Tunisia in initiatives such as **WestMED**, where it ensures the co-presidency with Tunisia, to promote the blue economy in the Western Mediterranean. This programme supports projects in innovative sectors such as blue crab, seafood processing, participatory co-management, and energy transition in ports.

Italian cooperation is therefore distinguished by an integrated approach, combining institutional support, territorial structuring, local stakeholder empowerment, and innovation. In the fisheries sector, it actively contributes to sustainability, social equity, and modernization, in line with Tunisian national priorities, such as the Blue Economy Strategy (2022), the Ecological Transition (2023), and the objectives of the 2023-2025 Development Plan.

Together with other Member States (MS) of the European Union (EU), the Italian Cooperation is fully committed to **EU joint programming in the fisheries sector and in the socio-economic development of coastal areas.**

[5] In: https://gipp.tn/fr/statistiques/production-nationale

[6] Memorandun of Understanding (MoU) 2017-2020 Italy - Tunisia, Art. 3, Financial Resources point 3.1 in: https://tunisi.aics.gov.it/wp-content/uploads/2018/07/Memorandum_Italia-Tunisia_2017-2020.pdf

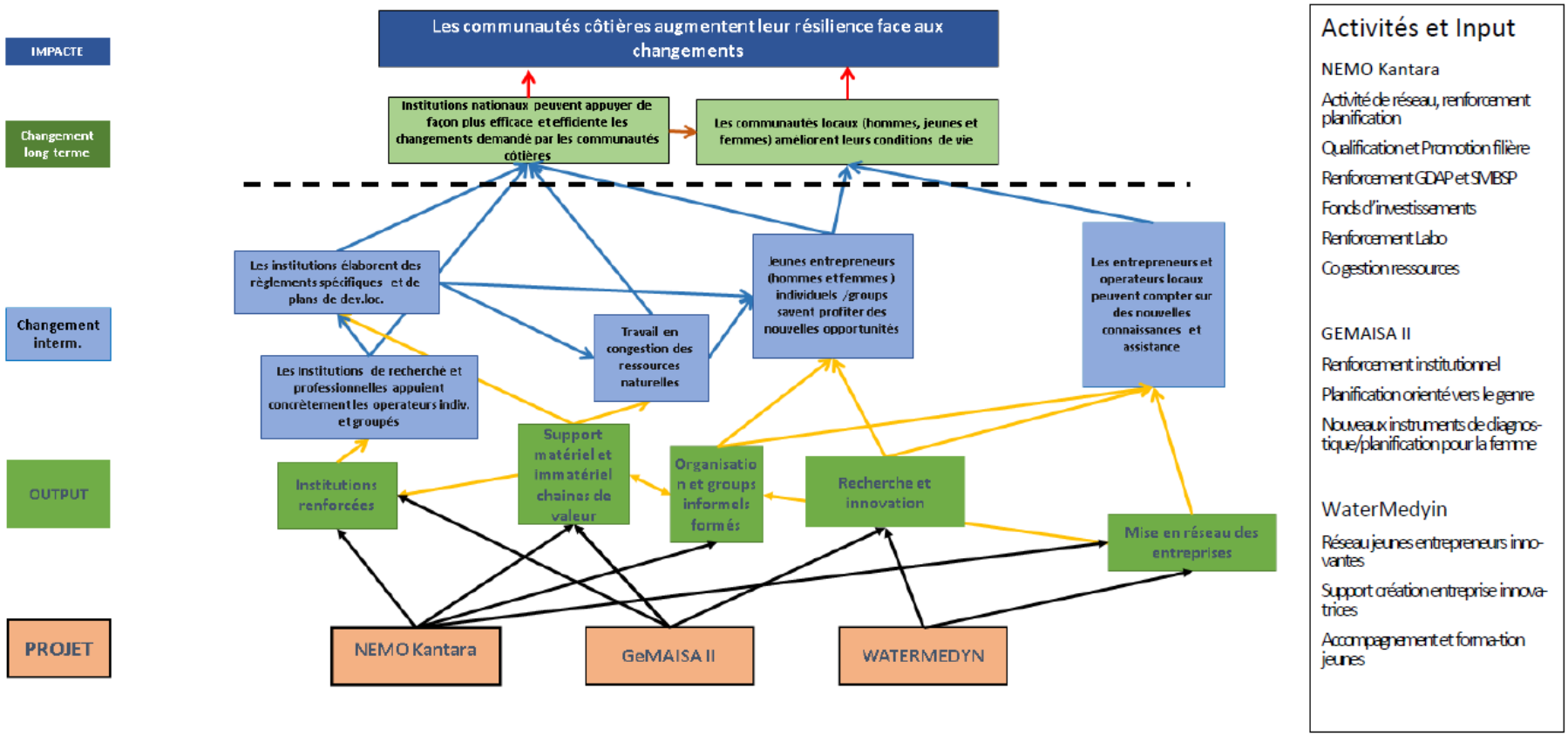
2.3 Description of the cooperation initiative evaluated

2.3.1 The logic of the initiative and its objectives

The reconstruction of the Theory of Change (ToC) of the NEMO Kantara initiative is represented in the figure below and included in the Project Document (PD).

Figure 1- Illustration of the theory of change

7.1. THEORIE DU C HANGEMENT DEVELOPPEMENT COTIERE TUNISIE (NEMO KANTARA, GEMAISA II, WATERMEDY N.)



The project's **ToC** is based on a logical framework according to which the development of income-generating activities, combined with adequate infrastructure and institutional strengthening, would lead to a lasting improvement in living conditions in the affected coastal communities, while ensuring sustainable management of fisheries resources. The ToC explicitly identifies three interdependent strategic areas:

- **Improve the working and production conditions of artisanal fishermen** through adequate infrastructure and equipment (markets, docks, collective units).
- **Strengthen local capacities** through training, participatory governance, and support for institutions and producer organizations.
- **Create diversified economic opportunities,** particularly for women and youth, through access to credit, support for entrepreneurship, and the formalization of businesses.

This theory of change is **clearly represented graphically in the PD** and reported in figure 2**,** highlighting the connections between inputs, activities, intermediate results, and expected medium- and long-term impacts. It includes explicit assumptions, such as the availability of partner institutions, beneficiary interest, and regulatory stability for fishery products.

The project's **logical framework** (Annex n°10) adopts this architecture in a more operational form, organizing it around four main deliverables (Op1 to Op4), each corresponding to a component of the ToC.

The **General Objective (GO)** was to improve the resilience of coastal communities through integrated and sustainable management of natural resources and participation in local development. Regarding the **Specific Objectives (SO),** the project aimed to:

a. Improve and diversify the production and income of fisheries operators in the governorates of Gabès and Médenine (Output (Op)1, Op2, Op3) (SO1);
b. Strengthen sustainable coastal planning capacities in five pilot regions (Médenine, Gabès, Nabeul, Sfax, Bizerte) (Op4) (OS2).

In relation to these objectives, the following **Results Achieved (Output - Op) have been identified:**

For SO1:

- **Output 1:** Producer organizations in the fisheries sector and institutional actors in Gabès and Médenine are strengthened and interact in a network for the sustainable management of natural resources;
- **Output 2:** The competitiveness of fisheries operators is strengthened through the improvement of infrastructure and basic services to meet local and international demand;
- **Output 3:** Diversified/improved production activities provide new opportunities for youth and women.

For SO 2:

- **Output 4:** The integrated and sustainable development of the areas of Médenine, Gabès, Nabeul, Sfax, and Bizerte is improved through the provision of coastal development plans (Master Plans) to the MARHP.

In accordance with the PD, the direct beneficiaries of the initiative included both public institutions and community stakeholders, identified for their strategic role in the implementation, management, and promotion of the project results.

The typology of beneficiaries is as follows:

Figure 3 Type and estimate of direct beneficiaries identified within the initiative

Beneficiary	Entity	Estimated number
State/parastatal institutions	At the central level: • Ministère de l'Agriculture des Ressources Hydrauliques et de la Pêche (MAPRH) • Direction Générale de la Pêche et de l'Aquaculture (DGPA) • Direction Générale des Services Vétérinaires (DGSV)	4 people
	At the regional level (Médenine, Nabeul, Gabès, Sfax, Bizerte), • Commissariat Régional au Développement Agricole (CRDA), • Agence des Ports et des Installations de Pêche (APIP), • Groupement Interprofessionnel des Produits de la Pêche (GIPP), • Agence pour la Vulgarisation et la Formation Agricole (AVFA),	40 people
Coastal rural communities / Associations / Mutual societies / Trade unions (small-scale fishermen)	Individual fishermen	2500
	Clam fishermen	1200
	21 Groupements de Développement Agricole et Pêche (GDAP) between Gabès and Médenine	Approximately 1,500 members in total, men and women
Research institutions	1 Laboratoire Institut de la Recherche Vétérinaire de Tunisie (IRVT) Tunis and 1 in Sfax	(4 researchers/technicians)
	1 Laboratoire Institut National des Sciences et Technologies de la Mer INSTM in Sfax and 1 Laboratoire in La Goulette (Tunis)	(4 researchers/technicians)
École pêche Agence de la Vulgarisation et de la Formation Agricoles (AVFA)	Students and teachers from schools in Gabès and Zarzis (Médenine)	80 people

2.3.2 Status of implementation of project activities

All activities envisaged in the project proposal were fully implemented, although some were subject to changes and adjustments during the project. These developments were duly documented in Interim Reports No. 1 and No. 2, as well as in the final report.

For a detailed analysis of the activities implemented, the results achieved, as well as their coherence and contribution to the project's SOs and GO, please refer to Section 5.3, relating to the evaluation of effectiveness.

3. Objective of the evaluation

3.1 Type, objective, and purpose of the evaluation

As recommended by the Terms of Reference, the evaluation had as its main objective to:

- Assess the impact on the system of cooperatives and productive associations of fishermen and fisherwomen (GDAP) in the governorates of Gabès and Médenine;
- Assess the impact of strengthening the vocational fishing schools in Gabès and Médenine on the fishing industry, the employment and income levels of those trained, particularly women and young people, and the living conditions of the latter and their families;
- Assess the impact that strengthening the productivity of fishing organizations through training, improving basic infrastructure, and facilitating access to credit has had on the quality of fish products, the competitiveness of the production system, and exports;
- Verify whether the success factors already highlighted in the ex-post evaluation of the two previous initiatives implemented by the Agency for Italian Development Cooperation with the support of CIHEAM persist and whether the suggestions for addressing the critical issues identified have been incorporated into the implementation of this initiative;
- Provide guidance for the implementation of subsequent initiatives in the same sector and, more generally, assess the initiative's impact on the fishing industry to determine its potential replicability, even with possible modifications, in other partner countries with the same economic/geographical and social characteristics.

3.2 Stakeholder engagement

Through the active engagement of stakeholders, the evaluation was strongly oriented towards generating information, recommendations, lessons learned, and best practices, with the aim of contributing to the improvement of cooperation strategies and interventions in Tunisia. The analysis focused specifically on the sector targeted by the intervention and the main issues addressed: socioeconomic development of coastal areas, food security, environmental protection, local development, sustainable management of natural and human resources, support for endogenous, inclusive, and sustainable private sector development, and combating unemployment and poverty, as indicated in the Project Document (PD).

The evaluation, based on the OECD–DAC criteria outlined below, was also conceived as a process of critical reflection on the capacity-building pathways of the actors involved—institutional, civil society, and the private sector—to foster shared learning and encourage the adoption of more effective and sustainable approaches in the future.

The evaluation exercise represented an opportunity for shared learning, engaging various stakeholders with the aim of improving the quality of the planning and management of ongoing initiatives. A **significant sample of partners, the implementing agency, and the project's direct beneficiaries** were actively involved in the evaluation process, thus ensuring a diverse range of perspectives and greater representativeness in the analysis of the intervention's results and impacts.

The individual and group meetings served a dual purpose: on the one hand, to gather useful information according to the established evaluation criteria, and on the other, to examine the actual state of capacity building and institutional strengthening.

4. Theoretical and methodological framework

4.1 Evaluation criteria

The analysis of the initiative and its implementation was conducted using the **categories proposed by the OECD:**

- **Relevance:** A measure of how the intervention's objectives and design correspond to the needs, policies, and priorities of beneficiaries, the country, the international community, and partners/institutions, and are also relevant to the evolving context. This criterion answers the question: *"Does the intervention address the problem?"*
- **Coherence:** Measures the compatibility of the intervention with other interventions in the country and in the same sector. In other words, the extent to which other interventions (especially policies) support or undermine the intervention and vice versa. This criterion answers the question: *"Is the intervention compatible with other interventions implemented?"*
- **Effectiveness:** Measures how the intervention's objectives and outputs have been or are being achieved, including differential outputs among the various groups involved. This criterion answers the question: "Does *the intervention achieve its objectives?"*
- **Efficiency:** A measure of how well the intervention produces, or is capable of producing, economic results within the expected timeframe. This criterion answers the question: *"Are resources used optimally?* "
- **Impact:** Measures how the intervention has produced, or is expected to produce, significant and far-reaching effects, whether positive or negative, intended or unintended. This criterion answers the question: *"What difference does the intervention make?"*
- **Sustainability:** A measure of the duration or likelihood that the net benefits of the intervention will last over time. This criterion answers the question: *"Will the benefits last?*

Another criterion was considered: **visibility/communication.** Communication plays a central role in the implementation of the initiative, as it represents a fundamental tool for achieving social impact and, more generally, for the success of *lobbying efforts* with institutional actors and policymakers.

Regarding visibility, the evaluation team verified both the correct application in terms of logos and symbols and, more generally, the main stakeholders' perception of **the Italian Cooperation's funding** of the various initiatives implemented within the Project.

4.2 Evaluation questions and the development of analysis tools

The specifications and technical proposal outlined a structured set of evaluation questions, organised around various analysis criteria, accompanied by useful indicators for the exercise. These questions, refined and presented in the inception report, proved to be relevant. Based on this, an interview grid was designed to guide the collection of qualitative data (see Appendix 2).

Additionally, complementary analysis tools have been developed to better understand the progress of activities and evaluate the project's impacts.

4.3 The difficulties encountered

The evaluation team encountered some difficulties, particularly during the preparation and implementation of the fieldwork phase, including:

- **A late start in preparing the calendar of field activities,** due to the fact that an initial meeting request was sent to CIHEAM Bari (headquarters in Italy) on 23 May 2025, while contact with the Tunisian branch was established only on 11 June, just 15 days before the start of the fieldwork phase.
- **The reduction of the duration of the field mission to three weeks,** instead of the four initially proposed by STEM in the inception report presented on 6 June 2025. This change, requested by the Ministry of Foreign Affairs and International Cooperation on 19 June, required a rapid adjustment of the schedule, as well as a reduction in the sample of people to be interviewed, particularly in the areas of Bizerte, Nabeul, and Sfax, which fall under OS2.
- **The unavailability of former project managers,** particularly due to their retirement, limited the possibility of strengthening data triangulation. This constraint also highlighted the challenges associated with the transfer of institutional knowledge ("handover") between public stakeholders, both at the national and regional levels (see the Sustainability section).
- **Constraints related to the reduction in administrative hours during the summer**[7], starting from the second week of fieldwork (July 1, 2025). This limited the time slots for visits to public institutions. It is also worth noting that it was not possible to meet with the CRDA in Médenine, despite two attempts to reschedule.
- **The failure to provide contact information for approximately 70% of co-financing beneficiaries in Médenine** (under Activities 3.2.3 and 3.2.4). Furthermore, the lack of precise geolocation of field projects prevented the evaluation team from organizing some visits independently.
- **Difficulty in accessing contact information for Enda Tamween credit beneficiaries under activity 3.2.4 due to a lack of coordination between CIHEAM and** Enda teams.

However, despite these constraints, several facilitating factors and unexpected positive contributions emerged during the field phase, helping to strengthen the quality and scope of the evaluation work, in particular:

- **The availability and active collaboration of the CIHEAM Bari team,** in particular of the former project coordinator and the communications manager, who greatly facilitated contacts and supported the team during visits to the governorates of Gabès and Médenine.
- **The support of the former regional coordinator of Gabès** and, to a lesser extent, the former regional coordinator of Médenine helped streamline the organization on the ground.
- Finally, the **spontaneous involvement of key stakeholders in the regional institutional ecosystem,** such as APIP officials at the ports visited and the central DGSV manager, significantly enriched the analysis. Several key informants external to

[7] The single session schedule from July 1st to August 31st is Monday, Tuesday, Wednesday, and Thursday: 8:00 a.m. to 2:30 p.m.; Friday: 8:00 a.m. to 1:30 p.m., at http://www.sicad.gov.tn/Fr/Avis-et-Communiques_6_12_D726.

the project also provided valuable insights, strengthening the evaluation approach based on data triangulation.

The effective collaboration of AICS Tunisia in identifying projects and programmes with potential synergies and complementarities with NEMO Kantara, as well as the provision of associated contacts, facilitated the understanding of these dynamics and contributed to the drafting of the point on internal and external coherence (see section 5.1.2), as well as to the formulation of the related conclusions and recommendations.

It is also important to emphasize that **no particular difficulties were encountered in interacting with the interviewees,** either at the **institutional level** or with **direct beneficiaries,** particularly fishermen, women, and young people. This quality of exchange was also facilitated by the inclusive composition of the evaluation team, which was multidisciplinary, multicultural, and balanced in terms of gender and age.

4.4 Sample identification methodology

The selection of the sample for the ex-post evaluation of the NEMO Kantara project was conducted using a qualitative, flexible, and iterative approach, adapted to the specificities of the project and the logistical constraints of the sector. The goal was to ensure rigorous triangulation of data from various sources, integrating the diversity of institutional, community, and geographical profiles involved. The methodology favoured targeted sampling, targeting respondents with direct knowledge of the project or active involvement in its implementation. The selection was largely based on the beneficiary database provided by CIHEAM, as follows:

- A balanced territorial distribution between the project's main intervention areas: Gabès, Médenine, and Djerba, in particular, and Tunis.
- Functional stakeholder coverage, including: national and regional partner public institutions, direct beneficiaries of economic initiatives (microcredit, co-financing projects, startups), fishermen, infrastructure managers, training centres, community organizations, international stakeholders, and CIHEAM headquarters in Tunisia and Italy.
- Thematic representation, covering all project components: artisanal fisheries, economic inclusion, gender, governance, infrastructure, innovation, environment, and other minority sectors.
- **Experts external to the project ecosystem** were also involved as key informants to broaden data triangulation. These interviews provided independent perspectives from **national and international consulting firms and sector organizations.** Their contribution made it possible to place the observations within a broader comparative framework and to assess the coherence of the project’s practices with other similar initiatives implemented during the same period.

A total of 112 people were interviewed, **including 38 women and 74 men,** using a combination of in-person and remote interviews. Forty-one interviews were conducted in Médenine, 35 in Gabès, and 13 in Tunis. Twelve CIHEAM members were interviewed, as well as 11 international stakeholders and key informants.

The field evaluation team was also **gender balanced (2 women, 2 men)** and **multilingual (Arabic, French, and Italian).**

5. The outputs of the evaluation

5.1 Relevance

The NEMO Kantara project was based on a deep understanding of the sectoral and territorial context, building on the NEMO I and II projects previously implemented by CIHEAM Bari.

It incorporated needs that were widely identified at the national level, particularly in terms of institutional strengthening, port infrastructure modernization, and community development. The intervention addressed key issues, such as economic diversification—particularly for women clam gatherers affected by the fishing ban—and support for unemployed youth through technical training and integration tools.

The **stakeholder structure mobilized** by the project proved to be generally coherent, involving the main national institutions in the sector (DGPA, INSTM, CRDA, AVFA, APIP) and rooted in community dynamics through the GDAPs (see Annex n°4). However, the design was based primarily on central-level consultation, with limited involvement of local structures and beneficiaries. This absence of local participation may have negatively impacted some needs assessments, as evidenced by the lack of local interest in the branding of artisanal fishery products or in developing Master Plans. Furthermore, several public stakeholders with complementary mandates (ANETI, APII, APIA, CTA) were not integrated from the design phase, limiting the project's cross-sectoral reach and synergy with existing national mechanisms.

New needs have been expressed, both at the regional level (strengthening post-creation support, integration into local value chains) and at the national level (consolidation of the sectoral approach, better coordination between vocational training and employment, digitalization of CFPP equipment, enhanced monitoring of fishery resources, applied research on sustainable aquaculture, nutritional and food security, climate change and carbon footprint).

The Kantara project's formulation and **logical framework** enabled the definition of ambitious interventions, covering a broad spectrum of actions and stakeholders, with a coherent intervention logic based on a clear cause-and-effect relationship. However, some significant shortcomings limit the clarity and coherence of the results chain, given the absence of activities in the logical framework. Furthermore, the description of Op1.2 combines components related to infrastructure and basic services, excluding the equipment dimension. Meanwhile, Op1.3 includes both the improvement of existing economic activities and diversification into new sectors, without clearly differentiating the respective intervention logics. Similarly, some activities, such as 3.2.4 (creation of an investment fund), represent a significant portion of the budget, without an explicit breakdown by type of investment or beneficiary.

In terms of **monitoring,** the identified system is tailored to needs, and a risk matrix has been developed. However, the structure of the indicators lacks methodological precision: most are purely quantitative and operational, particularly in Op1.2 and Op1.3, and do not include baselines and targets, nor disaggregation by gender or geographical area. Furthermore, the overall objective is not supported by measurable indicators, which limits the ability to monitor the achievement of the expected results.

The project integrated **several key cross-cutting dimensions,** such as human rights protection, gender equality, social inclusion, and environmental sustainability. The focus on the Gabès and Médenine regions was relevant, given their heavy dependence on fisheries, their ecological vulnerability, and the concentration of vulnerable groups. The project encouraged women's involvement in value chains, supported youth entrepreneurship, and promoted resilient and environmentally adapted infrastructure. However, the lack of an in-depth gender analysis limited the transformative impact of this approach. Furthermore, no specific measures were undertaken for people with disabilities. Moreover, the periodic ban on clam harvesting in the Gulf of Gabès, although prior to the start of the project, appears not to have been sufficiently integrated into the project formulation, limiting the scope of interventions, beyond the retraining of harvesters' work, to only one cluster (2.3) targeted by co-management and certification.

5.1.1 To what extent does the project take into account the processes and dynamics of the context?

In its conception, the NEMO Kantara project demonstrated **an excellent understanding of the local and regional context,** thanks to the previous experience of CIHEAM Bari, the implementing body, which had already conducted two similar projects in the intervention areas, namely **NEMO I (2014-2016) and NEMO II (2016-2017).** This previous knowledge of the sector allowed the development of a project **that responded to the needs identified at the central level,** in particular by the Ministry of Agriculture, but **without systematically involving local authorities and GDAPs** in the development phase. This lack of territorial consultation was confirmed during the interviews, where several stakeholders indicated that they had not been invited to express their specific needs.

Regarding **Output 1 (SO1)[8], the need to strengthen institutional and organizational capacities** remains acute, especially given the high turnover observed in Tunisian institutions involved in fisheries resource management. This phenomenon, linked to both retirements and administrative transfers, impacts the continuity of expertise and the capacity for interinstitutional coordination. Networking between GDAPs, local authorities, the GIPP, and other ecosystem stakeholders supported by NEMO Kantara is crucial, but remains dependent on the stability and local roots of the structures. The creation of new GDAPs, thematic training sessions, exchange visits, and digital tools such as WebPort rooms has allowed for some strengthening, although beneficiaries emphasized the need for more targeted, practical, and technical approaches during implementation.

Regarding **Output 2**[9], relating to **infrastructure and equipment,** several critical needs were identified right from the design stage: modernization of fish markets, improvement of docks, and updating of equipment at the vocational training centres (CFPP) in Gabès and Zarzis. These needs stem from the lack of adequate equipment, the poor condition of existing infrastructure, and changes in professional practices. Improving the quality of seafood products requires, in particular, efficient cold chains, which are dependent on the presence of functional docks, as stated by members of the GDAP of Ghannouch in Gabès, who must travel long distances to access the port.

During implementation, **other needs emerged,** particularly the introduction of digital equipment and simulators in the **CFPPs,** to allow young students to acquire practical skills without having to rely exclusively on sea trips. This also addresses growing concerns about changing weather conditions, attributed to the effects of climate change, as mentioned by the teaching teams. The **INSTM** expressed a strong need to invest in applied research in the areas of sustainable aquaculture, nutritional and food security, climate change, and environmental impact, in coordination with the Ministry of Education and Research, and promoting international networking.

Output 3[10] responded to a **widely expressed need for diversification of income sources,** particularly by the Zarat GDAP, which is primarily composed of women clam gatherers. Their

[8] Op1: Local organizations and institutional actors in the fisheries sector in Gabès and Médenine are strengthened and networked to sustainably manage natural resources.
[9] Op2: The competitiveness of the fisheries sector is strengthened by improving infrastructure and/or basic services (education, production and marketing) to meet local and international demand.
[10] Op3: Productive activities are improved and diversified to offer new opportunities for young people and women.

activity has been severely impacted by the harvesting ban, officially imposed since 2017 and regulated by a decree in March 2021. This change in the regulatory framework, combined with the absence of immediate alternatives, has highlighted the need to support these groups in professional retraining. The project implemented activities to support diversification and the creation of microenterprises (activities 3.2.3 and 3.2.4). The microcredits provided under activity 3.2.4 have helped address the need for specific financing lines for vulnerable groups, particularly women gatherers, young people, and artisanal fishers. These tools have helped remove barriers to accessing finance, thus facilitating economic empowerment.

The reprogramming of funds initially allocated for equipping the Ajim processing laboratory—halted due to GDAP's debts to the municipality—clearly illustrates the project's adaptability: the resources were used to finance the entrepreneurial ideas of four young CFPP students, following the Steering Committee's decision of December 13, 2021.

As for the need for a brand to promote Médenine artisanal fishery products, this was not considered a priority by local and national stakeholders due to the absence of a structured marketing plan. Similarly, the production of videos for use in the management of the Artisanal Fisheries Museum at the CFPP in Zarzis (activity 2.1.3[11]) was not regarded as a priority either. On the contrary, export certification, which is required by law, was deemed more useful and relevant.

Regarding **Output 4[12]**, although the project envisaged **the development of Master Plans for the integrated development of coastal areas,** particularly in Gabès and Médenine, interviews did not highlight significant local ownership of these documents, nor a clear understanding of their content or purpose.

5.1.2 To what extent does the project take into account the conditions, possibilities, and opportunities of stakeholders?

Stakeholder identification for the NEMO Kantara project by the evaluation team, was based on a document review (project documents, activity reports) and interviews conducted during the ex-post evaluation. It revealed a coherent stakeholder system, with varying degrees of involvement depending on the project's components.

An initial mapping exercise was conducted upstream by CIHEAM Bari, in consultation with national institutions, in particular the **Directorate General for Fisheries and Aquaculture (DGPA),** to ensure consistency with previous interventions (NEMO I and II).

Since its inception, the project has mobilized a range of institutional, technical, and community stakeholders, in line with its multisectoral objectives (small-scale fisheries, economic inclusion, territorial governance, and coastal environment). The diversity of profiles involved in project implementation and management, as documented in activity reports and confirmed by field interviews, reflects the clear intention to anchor the project within existing national frameworks, thus strengthening the structural relevance of the intervention.

[11] A.21.3.: N. 5 New educational videos for the Zarzis school museum.
[12] Op4: The integrated and sustainable development of the areas of Médenine, Gabès, Nabeul, Sfax, Bizerte, is improved through the provision of coastal development plans (Masterplans) to MARPH.

The DGPA, as the national reference authority for the sector, plays a central role in the project's strategic governance, ensuring coordination with public fisheries policies and alignment with national priorities. The INSTM, through its applied research function, provides valuable scientific expertise, particularly in the areas of fish product development and health quality, supporting the technical relevance of the actions in the sustainable fisheries sector.

The CRDAs ensure the project's local roots and facilitate access to beneficiaries in the target areas. Their role as an interface between central institutions and local communities is essential for contextualizing activities. However, the high staff turnover observed limits their operational continuity, partially impacting the mechanism's functional relevance.

APIP, responsible for port infrastructure, ensures the technical compliance of the structures constructed, in line with national standards. Its involvement strengthens the operational relevance of the investments made, although environmental coordination with the Agency for Coastal Protection and Development (APAL) and the Ministry of Equipment, Housing and Regional Planning (MEHAT) remains ad hoc and non-institutionalized.

The AVFA, through the CFPP, supports the importance of training and professionalization initiatives for young people in the fishing sector.

GDAPs and other professional organizations are key intermediaries for community mobilization. Their knowledge and local roots make their involvement crucial for the implementation of economic and social development activities. Their management limitations justify the support commitment envisaged by the project.

The UTSS and UTAP were identified as stakeholders during the project identification phase. The UTSS, in particular, boasts in-depth knowledge of the local area and proven experience implementing similar projects, including NEMO II. Their involvement strengthens the project's participatory dimension and local roots. However, their operational role in NEMO Kantara remained ad hoc and could have been more structured within the project governance.

However, some stakeholders, whose mandates are directly linked to the project's objectives, were not fully integrated into the initial mapping. This is particularly the case with the Technical Centre for Aquaculture (CTA), which plays an active role in supervising aquaculture projects through periodic field visits, providing concrete solutions to specific technical issues such as disease, nutrition, and growth, particularly in the bivalve sector.

Likewise, several institutions with strong potential for contribution—such as the Agency for the Promotion of Agricultural Investments (APIA), linked to MARHP; the Agency for the Promotion of Industry and Innovation (APII), under the supervision of the Ministry of Industry, Mines and Energy; and the National Agency for Employment and Self-Employment (ANETI), under the Ministry of Labour and Vocational Training—were not involved, despite the strong alignment of their missions with the project's objectives in terms of economic development, innovation, and professional integration.

The absence or limited presence of these actors in the current stakeholder mapping reflects a missed opportunity for cross-sector coordination, limiting the project's ability to strengthen synergies with related public policies.

Annex 4 presents a detailed and structured stakeholder analysis, on which this summary is based.

5.1.3 To what extent do the project actions contribute to the achievement of the objectives and expected outputs?

The project's logical framework is based on a four-level vertical structure, in accordance with results-based management standards.

The intervention logic is coherent and based on a cause-and-effect relationship. However, significant gaps are observed.

Although the results were operationally divided into a comprehensive portfolio of 35 activities grouped into **12 thematic clusters**[13], this clear structuring in the PD is not reflected in the formal version of the logical framework. The absence of "**Activities**" is a methodological omission that limits the readability of the logical chain between resources, activities, outputs, and project objectives. An updated version of the Logical Framework, developed by the evaluators, is available in Annex No. 11. This version includes thematic clusters among the activities, allowing for a clearer understanding of the project as a whole.

It should be noted that, in 2019, the Logical Framework for projects with CIHEAM appeared to follow different modalities from those promoted by NGOs, where the indication of activities and required resources was instead foreseen.

It is worth noting that **the Op1.2 result groups together, in a single formulation, heterogeneous areas of intervention** —education (vocational training), production, and marketing—which fall within distinct action logics and institutional structures. While vocational training can be considered a basic service, production and marketing do not fall within this same classification, but rather fall within economic or entrepreneurial dynamics.

Furthermore, the **two dimensions of competitiveness** of the fisheries sector identified in the project, namely infrastructure and basic services, only partially correspond to the activity clusters associated with the output, with the **equipment dimension being absent,** particularly in relation to cluster 2.3:

- Cluster 2.1: Schools and vocational training centres;
- Cluster 2.2: Infrastructure for fishermen;
- Cluster 2.3: Co-management and certification of clams.

This inconsistency in the internal structure also impacts the monitoring system: the absence of a clear breakdown of associated indicators (see Section 5.1.4) hinders rigorous analysis of cause-effect relationships and limits the ability to monitor and understand the impact on each of the relevant subdomains.

Op1.3 raises similar challenges **by combining two very different objectives in a single formulation: improving existing economic activities and diversification into new sectors.**

[13] Output 1 (OS1): 3 clusters – 8 activities; Output 2 (OS1): 3 clusters – 12 activities; Output 3 (OS1): 3 clusters – 9 activities; Output 4 (OS2): 1 cluster – 3 activities; Output 5 (OS1 and OS2): 1 cluster – 2 activities.

This confusing approach tends to mask the distinct institutional ecosystems required to implement each of these objectives, as well as the different institutional expertise. Indeed, while improving existing activities falls within the technical remit of CIHEAM or MARHP, economic diversification requires other expertise and the involvement of other actors, such as ANETI or APII, who were not identified among the project's stakeholders, as well as civil society or private sector actors who could have been mobilized to strengthen the coherence and complementarity of the interventions.

Furthermore, the monitoring indicators defined for this output are poorly differentiated and do not clearly distinguish the specific effects of improving operations from those related to economic diversification, as highlighted in section 5.1.4. This lack of distinction limits the analysis of their respective contributions and complicates the assessment of the true significance of the output.

Furthermore, **the cluster most affected by this output is activity 3.2 Promotion of fishing and diversification enterprises, in particular activity A.3.2.4**, which groups together under the same heading "Creation and management of the investment fund" three types of investments, namely i) a €400,000 microcredit investment fund, ii) in-kind financing for a. the renovation of the docks at the port of Ajim; b) the installation of Intelligent Water and Electricity Distribution Systems (SIDEE) in 10 ports; iii) Microprojects co-financed at 90%. Furthermore, the reconversion of the activity (2.2.3) to the promotion of four startups absorbed 81% of the total budget allocated to Output Op1.3, without a clear distribution by the nature of the actions, which limited monitoring and reporting capabilities (see 5.4.1).

5.1.4 To what extent does the project include effective monitoring and evaluation mechanisms?

The NEMO Kantara project had a logical framework to guide actions and ensure some monitoring of outputs. However, analysis of this logical framework reveals several structural limitations that impact the quality of the monitoring and evaluation (M&E) system, both in terms of measurability and its usefulness for adaptive project management.

While there are some indicators for **specific objectives and outputs,** most of them remain process indicators (e.g., number of activities, people trained) rather than **specific objectives focused** on change or **impact (General Objective),** making it impossible to accurately measure the changes induced by the project.

The absence, in most cases, of **reference values (baseline) and target values** limits a rigorous assessment of the degree to which objectives and intended outputs have been achieved. This gap also affects the **disaggregation of data by area of intervention** and gender, which is essential for assessing the project's differentiated effects on different territories and target groups.

Furthermore, it should be noted that **the project GO does not include measurable indicators,** which prevents any overall impact analysis.

In Annex 11 'Logical Framework with Clusters and Impact Indicators,' some impact indicators have been proposed, partly based on the verification sources provided by the implementing body.

Regarding the Specific Objectives (SO):

- SO1: Improve and diversify production and income for fisheries operators in the governorates of Gabès and Médenine[14]. Indicators expressed as percentages or absolute values are, in theory, relevant because they aim to measure the project's direct effects, albeit in quantitative terms. However, their usefulness remains limited due to the lack of reliable baseline data, which prevents any comparative assessment of progress.
- SO2: Strengthen sustainable coastal planning capacities in five pilot regions (Médenine, Gabès, Nabeul, Sfax, Bizerte)[15]. The indicators are more quantitative (number of plans, number of officials involved), and only two indicators (ii and iii) include a qualitative target value, allowing for an evaluation of the changes produced by the project.

Regarding the Outputs:

Gabès and Médenine fisheries sector are strengthened and interacts in a network to sustainably manage natural resources[16]. The indicators aim to capture organizational dynamics, forms of shared governance (such as co-management), and progress in networking. Some, particularly those related to co-management, are relevant to the expected output. However, several methodological limitations reduce their scope:

- **Vague and composite wording:** Several indicators group different dimensions (e.g., gender, number of projects, funding sources) into a single line, which limits their interpretation.
- **Focus on outputs:** Some indicators primarily measure activities (number of actors involved in co-management/gender), without capturing structural effects such as capacity building or institutional ownership.
- **Lack of indicators on capacity building:** No indicators directly measure the evolution of the organizational or technical capabilities of the actors involved.

Op2: The competitiveness of the fisheries sector is strengthened by improving infrastructure and/or basic services (education, production, and marketing) to meet local and international demand[17]. The indicators for Output 2 reflect the desire to measure the economic effects related to the competitiveness of the fisheries sector (productivity, revenue, cost reduction, export certification).

[14] OS1 indicators: i) Number and type of productive activities/type financed by the project fund; ii) % increase in income of fishermen (SMBSP of Zarzis, GDAP); iii) % increase in income of fishermen (SMBSP of Zarzis, GDAP); iv) % investment (services and infrastructure provided; v) % increase in number and type of productive activities/type; vi) Number of crab/clam exports (Gabès/Médenine).

[15] OS2 Indicators: i) No. Local officials contributing to the drafting of local plans; ii) At least 1 region has independently developed its own regional planning strategy; ii) No. Coastal development initiatives developed independently by the CRDA/region.

[16] Op1 Indicators: i) % increase in No. of Projects/gender/means of financing; ii) % increase in No. of paying members/gender No. of political initiatives of the organizations; iii) No. of joint projects/activities between GDAP or GDAP/SMBSP (at least 2); iv) No. of operators involved in co-management/gender; v) No. of lagoons/sites co-managed; No. of networks.

[17] Op2 Indicators: i) % increase in productivity/income; ii) % of discarded/unsellable product; iii) Reduction in production costs; iv) Number and type of services provided/gender; iv) % increase in certified product Tons Export (crabs and clams).

However, several limitations limit the scope of its evaluation:

- **Methodological ambiguity:** Concepts such as "productivity" or "cost reduction", as well as "wasted/unsellable product", are neither defined nor operationalized, making their measurement unreliable.
- **Partial detachment from context:** The reference to the export of clams, a species whose harvesting was prohibited during the project implementation period, makes this indicator partially obsolete.
- **Lack of indicators relating to investments in education:** although a cluster of activities has been defined, no indicators are foreseen that allow for a targeted analysis of this aspect.

Op3: Productive activities are improved and diversified to offer new opportunities to young people and women[18]. The analysis of the indicators for Output 3 highlights a clear intention to measure the project's effects on economic diversification and the inclusion of target groups (young people and women). However, several limitations hinder the accuracy and scope of these indicators:

- **Primarily quantitative formulation:** indicators focus on counts (number of businesses, activities, jobs) without integrating qualitative elements to assess the feasibility, sustainability, or performance of these initiatives. The "% of income" indicator, lacking methodological details on income data collection and a breakdown by gender or type of activity, remains poorly usable for assessing the actual economic impact on beneficiaries.
- **Lack of path or sustainability indicators:** No indicators allow monitoring the progress of the businesses created, their formalization, or their access to public programs (e.g., APIA, ANETI), although this is a central problem of Output 3.
- **Lack of indicators specifically measuring the performance or return of investment funds** (activity 3.2.4) based on their actual distribution between diversification activities and those strengthening the fisheries supply chain, given that the latter was structured around different instruments: 100% direct donations, in-kind financing, partial co-financing of 50 to 90%, and a credit line.
- Lack of monitoring indicators, adoption by producers, or their impact on demand or the added value of **territorial marketing initiatives and specific branding.**

Op4: The integrated and sustainable development of the Médenine, Gabès, Nabeul, and Sfax-Bizerte areas is improved through the provision of coastal development plans (Master Plans) to MARPH[19]. Although the indicators appear consistent with the logic of the expected output, they present several methodological limitations that reduce their evaluation scope:

- **Imprecise wording:** it is not specified by which body the plans must be adopted, which weakens the institutional scope of the indicator.
- **Vagueness regarding funding mechanisms:** The "funded projects" indicator does not specify either the body responsible for the research or the body responsible for mobilizing funding. This lack of clarity weakens both the indicator's evaluative scope and the actual implementation of the action, leaving the institutional responsibility for this key approach unclear.

[18] Op3 Indicators: i) Number of businesses run by women/youth; ii) Number of diversification activities; iii) % of income from productive activities; iv) Number of jobs; v) Number of new profiles/activities.
[19] Op4 Indicators: i) Number of local development plans adopted; ii) Number of funded schemes

- **Lack of an indicator on the capitalization or effective mobilization of the plans:** no indicator allows us to evaluate whether these Masterplans have been integrated into public policies or mobilized for fundraising, which limits the measurement of their impact.

The Logical Framework also includes a cross-cutting output called "Management and Coordination," which is not listed as such in the Project Document. The indicators associated with this output[20], although partially including target values, are exclusively activity indicators (e.g., number of meetings, number of reports produced), which limits their ability to measure the quality of coordination or its impact on overall project implementation.

Furthermore, the assumptions column includes relevant elements relating to external factors, although it presents methodological inconsistencies, in particular through the inclusion of assumptions relating to the commitments expected from the partners, which do not refer to factors truly external to the project, and through the presence of assumptions at the general objective level, which is inconsistent with the standard practice of the Logical Framework.

From its inception, the NEMO Kantara project implemented a **structured monitoring and evaluation system,** as defined in the Project Document (section 4.4). This was based on several tools: Steering Committees, regional meetings, quarterly monitoring, field visits, and a Logical Framework with indicators. This plan was intended to allow for continuous adjustment based on outputs and periodic analysis of implementation.

5.1.5 To what extent was the project designed to impact human rights protection, gender dynamics, and social inclusion, as well as environmental protection processes?

Since its inception, the NEMO Kantara project has integrated several key dimensions related to the protection of human rights, gender equality, social inclusion, and environmental sustainability into its overall objectives. These dimensions are reflected both in the project's rationale and in the choice of intervention areas, which are characterized by forms of geographic, social, economic, and ecological exclusion.

Protection and promotion of human rights: The project is based on a participatory approach based on the empowerment of local stakeholders and the co-management of resources, promoting inclusive governance of coastal territories. Economic and social rights are promoted indirectly through support for alternative income sources, self-entrepreneurship, training, and the participation of local communities in decision-making processes. The co-management approach, central to Goal 1, strengthens community participation and aims to recognize the rights of artisanal fishers in the sustainable management of resources.

Gender equality and combating gender exclusion: Promoting women's economic participation is a cross-cutting objective of the project, which fits well with the Gender Equality and Women's Empowerment (GEWE) approach. This translates into specific support for women's groups in economic diversification activities (IGA), facilitating their access to microcredit (activity 3.2.4), as well as job creation for women in training or product processing activities. However, the project did not adopt an explicit strategy or formalized gender tools (such as a gender analysis or gender-specific indicators systematically disaggregated by

[20] i) 5 Regional Technical Committees; ii) 5 Steering Committee Meetings; iii) 5 Monitoring Missions; iv) 5 International Evaluation Missions (2 Intermediate and 1 Final)

activity). Therefore, some outputs were affected by poor data disaggregation by gender and region, which limited the precise analysis of the project's gender impacts.

Social inclusion: The project explicitly targets vulnerable groups, including unemployed youth, marginalized women, and artisanal fishermen in disadvantaged areas. The implementation of adapted vocational training (Output 2), support for business start-ups (Output 3), and support for community organizations (Output 1) are part of an active social inclusion strategy. However, it should be noted that no specific action or adaptation component has been targeted at people with disabilities, which constitutes a gap in the inclusion principle.

Environment and sustainability: The environmental component is integrated across several dimensions. First, the project supports the co-management of lagoons, improved fishing practices, and the promotion of sustainable alternatives to overexploitation, particularly through aquaculture (Output 2). Second, the integration of smart solutions (solar energy for dock lighting, water and electricity savings) into supported infrastructure (docks, Houmt Souk wholesale fish market) demonstrates a commitment to energy transition. APAL was involved in the environmental validation of intervention sites, although its role has not been institutionalized. Finally, it should be noted that the ban on clam fishing in the Gulf of Gabès, although it predates the project, does not appear to have been sufficiently taken into account in its formulation, given that the planned actions are only related to the co-management and certification of clams (cluster 2.3) [21]of Op1.2.

5.2 Coherence

The project's internal coherence appears generally satisfactory with respect to national and regional priorities. However, significant limitations were observed in coordination with projects and programs implemented by other actors operating in the same sectors or territories, which limited opportunities for concrete synergies and interinstitutional coordination.

NEMO Kantara is aligned with the objectives of the 2016-2020 and 2023-2025 Development Plans, as well as with several existing sectoral strategies, including the National Strategy for Integrated Coastal Zone Management (ICZM), the National Strategy for Ecological Transition (SNTE), the Blue Economy Strategy (currently under development), and the Biodiversity Action Plan.

The project also complies with Tunisia's international commitments, such as the Sustainable Development Goals (SDGs), the EU Green Deal for the development of the blue economy, the 2021 NDC, and the FAO guidelines for artisanal fisheries. Although several programs led or co-financed by CIHEAM have demonstrated thematic and geographical convergence with NEMO Kantara, no concrete coordination has been documented in the progress reports or the final report. No reference to joint actions, coordinated planning, or formal collaboration mechanisms has been included.

At **the institutional level,** the project promoted functional coordination between the different levels of MARHP—central directorates, CRDA, and local structures—enabling the initiation of a territorial co-management process consistent with national political orientations. However, in the context of the recentralization that began in 2023, with the suspension of municipal councils and the reconfiguration of responsibilities at the governorate level, the sustainability of the developed mechanisms, particularly those envisaged by Output 4, appears uncertain.

[21] Cluster 2.3 Co-management and Certification of Clam Shells A2.3.1 Renovation, equipment, and accreditation of laboratories in the network for self-monitoring and health monitoring of bivalve molluscs; a2.3.2 Structural adjustments and integration with laboratory support staff; a2.3.3 Training of laboratory technicians in Tunisia and Italy; 2.3.4 Analysis of the clam stock and acquisition of support equipment for stock monitoring; a2.3.5 Acquisition and installation of support equipment for stock monitoring (Gabès and Médenine) and container units for clam reproduction (Gabès).

Externally, although the PD initially identified complementary initiatives, this mapping of projects and stakeholders was not updated during implementation. This shortcoming hindered synergy with other interventions operating in the same sectors and territories, particularly in the governorates of Gabès and Médenine, during the same period. Many projects, led by public, private, and international stakeholders, were therefore developed in parallel, without any structured coordination with the NEMO Kantara project.

A **lack of sectoral coordination among donors** was observed, as highlighted in several interviews conducted as part of the evaluation. No consultative or strategic steering body, overseen by the relevant Tunisian authorities, was established or consolidated to promote complementarity, reduce the risk of duplication, or align intervention priorities.

5.2.1 Internal coherence

5.2.1 To what extent does the project contribute to plans and policies for key stakeholders?

5.2.1.1 General internal coherence

The NEMO Kantara project is consistently aligned with Tunisia's national sustainable development priorities, particularly those expressed in the 2016-2020 Five-Year Development Plan and the 2023-2025 Development Plan, which emphasize territorial governance, natural resource development, the green and blue economy, and the reduction of regional disparities. It therefore meets the national objectives of sustainability and socioeconomic inclusion in coastal areas.

National Strategic Frameworks

The project is aligned with the following strategic frameworks:

- There "**Strategy nationale de gestion integrated coastal zones (ICZM)"**, strengthened by Tunisia's ratification in 2022 of the ICZM Protocol to the Barcelona Convention and implemented under the coordination of APAL.
- The "**Stratégie nationale de transition écologique (SNTE)"**, adopted in 2023, focused on five areas, including environmental governance, the green and blue economy, and sustainable resource management.
- The "**Stratégie nationale pour l'économie bleue"**, which will be formalized in 2020, aims to improve fishing sustainability, traceability, port modernization, and the emergence of new sectors such as blue crab, in conjunction with several initiatives in the Mediterranean.
- The "**Plan stratégique pour le développement des exportations halieutiques à l'horizon 2025"**, developed by the GIPP, which supports competitiveness of the sector.
- The "**National Biodiversity Strategy and Action Plan 2018-2030 (NBSAP 2018-2030)"**, developed under the auspices of the Ministry of the Environment, integrates marine biodiversity into sectoral planning tools.
- The "**Politics nationale de décentralisation"**, supported by the Local Authorities Code, although its implementation has been partially suspended, remains consistent with the territorial approach of the project.

International and regional commitments and strategic frameworks

The project is also in line with Tunisia's international commitments and with the Mediterranean strategic frameworks:

- The "**Plan d'Action Stratégique pour la Méditerranée (PAS MED 2016–2025)"**, coordinated by UNEP/MAP, which aims to preserve the marine and coastal environment in the Mediterranean and to promote sustainable, integrated, and participatory coastal management.
- The **United Nations Sustainable Development Goals** (SDGs), in particular:
  - **Sustainable Development Goal 14:** Conserve and sustainably use the oceans and marine resources;
  - **Sustainable Development Goal 13:** Take urgent action to combat climate change;
  - **Sustainable Development Goal 5:** Achieve gender equality and empower all women and girls.
- The "**EU Green Deal for the development of the Blue Economy (2019)"** aims to decarbonise maritime activities, promote the sustainable management of marine resources, and stimulate innovation for more environmentally friendly practices, covering sectors such as offshore wind energy, sustainable fisheries, eco-friendly aquaculture, and low-impact coastal tourism.
- The "**National Determined Contribution (NDC 2021)** and the **Stratégie Climat 2050"**, with which Tunisia commits to reducing its greenhouse gas emissions and strengthening adaptation to the impacts of climate change, particularly in coastal areas.
- The "**Directives volontaires pour assurer la durabilité de la pêche artisanale de la FAO"** and the **Principles for Responsible Governance of Land Tenure and Natural Resources,** which guide the co-management and local inclusion approaches promoted by the project.

At the same time, the project was inserted into a favourable technical context, characterized by the presence of several Mediterranean initiatives with which **CIHEAM Bari** is directly or indirectly linked, including:

- **FISH MED NET (2019-2022),** of which CIHEAM Bari was the main promoter, focused on the economic diversification of artisanal fishermen (tourism, processing, short supply chains);
- **COPEMED II,** a multilateral FAO project to which CIHEAM contributed, aimed at the scientific and participatory co-management of fisheries;
- **MedAID (2017-2021)**, in which CIHEAM acted as technical partner, to promote sustainable aquaculture;
- and the programmes of the **General Fisheries Commission for the Mediterranean (GFCM/FAO),** with which CIHEAM collaborates regularly to disseminate standards and best practices.

Despite the evident complementarity between these programmes and the evaluated project, both in terms of approaches and areas of intervention, **the progress reports and the final report do not include any concrete reference to joint actions with the programmes implemented by CIHEAM, nor to shared planning or coordination mechanisms.**

It is therefore likely that **potential synergies were not fully exploited** during implementation.

From an institutional perspective, the project enabled functional coordination between the various levels of **MARHP,** mobilizing general directorates, CRDAs, and local structures. This integrated approach enabled the initiation of a territorial co-management process, still in the process of being consolidated, but in line with the country's political orientation.

However, it should be noted that in the current institutional context, characterized by the suspension of municipal councils since 2023, the actual implementation of decentralization is

undergoing a reconfiguration phase through recentralization at the Governorate and Regional Council levels. In this new context, the products developed under Output 4 will likely be re-examined in light of the validation procedures and frameworks (see Impact and Sustainability).

5.2.1.2 Internal coherence with NEMO projects, promoted by CIHEAM

The coherence analysis between the NEMO I, NEMO II, and NEMO Kantara projects, with a preview of the NEMO Hout project, reveals a mixed legacy. While NEMO Kantara benefited from some lessons learned from previous projects, some key recommendations were not sufficiently incorporated, providing food for thought for future activities. The NEMO Hout project represents sectoral continuity, focusing primarily on the Médenine area, unlike NEMO Kantara, which also included management plan development activities in the Sfax and Nabeul regions.

Lessons Learned and Positive Integration at NEMO Kantara

The NEMO Kantara project has successfully adopted several recommendations emerging from the final evaluation of the NEMO I and NEMO II projects, in particular:

- **Microcredit and financial support:** Based on the results of the interviews, NEMO Kantara benefited from the final evaluation of previous projects, identifying an institution dedicated exclusively to the provision of microcredit (Enda Tamwel), whose investment capital has not been eroded to date and has even been reinvested.
- **Reduction in operating costs:** NEMO Kantara reduced operating costs to 37%, a significant improvement compared to 66–73% for NEMO I and 22–30% for NEMO II (which had already benefited from economies of scale thanks to the time overlap with NEMO I).
- **Strengthening of GDAPs**: Strengthening the capacity of Agricultural and Fisheries Development Groups (GDAPs) has been taken up as a priority by NEMO Kantara, as reported in the NEMO I and II evaluations.
- **Inclusion of SMBSP Zarzis**: Unlike previous projects, SMSA Zarzis, which had been excluded from NEMO I and II funding, benefited from funding in NEMO Kantara for the purchase of a refrigerated vehicle

Missed Opportunities and Unresolved Challenges

Despite progress, the NEMO Kantara project did not fully address some key recommendations:

- **Fisheries Sector**: Recommendations for the development of fisheries sectors, particularly the blue crab sector, were not sufficiently addressed. Although repair and construction of blue crab fishing gear were implemented, a strategy to enhance this sector was not sufficiently developed. Furthermore, the blue crab "*cahier des charges*" was only drawn up at the end of the project (March 2023) and, according to interviews, was not known among stakeholders. Diversification was interpreted broadly, including sectors not related to the development of coastal communities, both for start-ups and for co-financing projects and loans.
- **Clam supply chain**: The project developed an entire supply chain for the production and marketing of clams, despite the previous evaluation report having highlighted that since 2017, the entire Médenine coast had been declared a "C zone" with a high health risk. This conclusion was not sufficiently taken into account in the strategic analysis.
- **Tax problem of the Ajim GDAP**: A negative legacy of NEMO I is the fact that the Ajim women's GDAP, which had been strengthened with training in octopus and blue

crab processing, could not access funding expected for gastronomic diversification activities due to a situation of tax irregularity with respect to the APIP, which was not identified during the development of the NEMO Kantara project, but detected during the initiation report which took place between November 2019 and January 2020.

- **Cold chain**: The strengthening of the cold chain, identified as a weak point of NEMO II, has been developed to a limited extent in NEMO Kantara, with ice production remaining insufficient (only 3 tonnes out of the 12 deemed necessary by the beneficiaries) for the two funding projects out of the 40 allocated.
- **Statute of the multipurpose centre**: The statute for the co-management of the multipurpose centre, developed during NEMO I, has not been implemented. The measure, initially envisaged as an autonomous activity (Act. 1.3.3 *Système de cogestion Centre polyvalent Zarzis*), was abolished after the initial mission and incorporated into inter-institutional support activities (1.3.2), as it did not have a dedicated budget.
- **Evaluation of income growth and the quality label:** NEMO Kantara did not incorporate an assessment of income growth, which had already been highlighted as a methodological and impact analysis weakness in the previous evaluation. It also did not incorporate the impact of the use of the quality label, developed in NEMO I, which was not adequately implemented in NEMO Kantara in the final months of the project. Furthermore, the quality label was not considered a priority or an added value by the stakeholders interviewed.
- **Underuse of infrastructure**: It should be noted that the multipurpose centre, equipped during the NEMO I project, remains underused: the Museum is closed for most of the year and the kitchen and refectory are used only for some events.

Continuity and Differentiation from NEMO Hout

The NEMO Hout project is a continuation of its predecessor, but with some strategic differences.

Strengths for the future:

- The high-quality developed **NEMO Hout logical framework**, complete in all its components, with SMART indicators, a baseline and target values, will facilitate the analysis of the achievement of results, during the monitoring and evaluation phases of the project.
- **Its focus on the fishing supply chain**, despite sectoral diversification, allows for the concentration of efforts in a more limited area and with a greater possibility of measurable impact.
- **NEMO Kantara's diagnostic capacity** through the Participatory Rural Assessment methodology is considered a good practice for the development of training paths and capacity strengthening in the new project.

Limitations to consider:

- The issue of employment in the fisheries sector remains unresolved in NEMO Hout, with an exclusive emphasis on entrepreneurship, although women's socioeconomic inclusion occurs primarily through business placements.
- The NEMO Hout project document makes no reference to the Development Plans developed under NEMO Kantara, indicating that the impact of SO2, Op4 has remained rather limited.

5.2.2 External coherence

5.2.2 To what extent is the project consistent with those of other actors in the same context?

The PD included an initial mapping of projects and stakeholders considered complementary, particularly in the areas of co-management of fisheries resources, the coastal environment, and integrated planning[22]. This baseline provided an initial framework conducive to interinstitutional coordination and sectoral networking.

However, this **mapping was not updated during the three years of project implementation,** despite the launch of several new major projects in the same sectors and/or governorates (see Annex 9, List of major sectoral projects and/or ongoing projects in the governorates of Gabès and Médenine during the implementation period of NEMO Kantara).

The interviews conducted confirmed this lack of coordination, highlighting that exchanges between stakeholders remained limited and unstructured throughout the project implementation.

Furthermore, despite the convergence of objectives and areas of intervention, **no formal sectoral coordination mechanism has been activated or consolidated,** neither under the aegis of the competent Tunisian ministry, in particular the MARHP, nor at the level of donors operating in the same areas.

The situation is even more problematic considering that **many interventions led by European authorities, NGOs, other technical and financial partners (TFPs), or private operators** escape institutional monitoring and coordination mechanisms. The result is a lack of a consolidated vision of territorial action, which **limits synergies, operational complementarity, and the optimization of available resources,** as well as the risk of fragmentation of efforts and overlap between initiatives.

Furthermore, this fragmentation hinders the **valorisation and diffusion of** project learning within national, regional, and international frameworks, limiting its potential for influence and **knowledge capitalization.**

The **added value of the project, recognized by all stakeholders, is its institutional and human proximity.** National and regional partners and local beneficiaries emphasized the team's availability and the relationship of trust established with public and field stakeholders, which facilitated the adaptation of activities to local realities. *"Such a level of commitment is rarely seen in projects led by foreign institutions,*" emphasized one public stakeholder interviewed.

[22] These initiatives include: i) FMM/GLO/133/MUL – FAO: Project to support the co-management of artisanal fisheries; ii) MedSudMed – FAO/EU: Improving fisheries management in the Central Mediterranean; iii) COPEMED II – FAO: Strengthening co-management and national fishing capacities; iv) Fish4ACP – FAO: Support for the fisheries value chain; v) MEDPOL – UNEP: Programme for the prevention of pollution in the Mediterranean; vi) Blue Economy Initiative – WestMed/EU: Integrated development of the blue economy; vii) Gabès Strategy on Integrated Coastal Zone Management – GIZ: Integrated Coastal Zone Planning; viii) APAL/UNEP: Implementation of the Protocol on Integrated Coastal Zone Management to the Barcelona Convention.

5.3 Effectiveness

The analysis of the project's effectiveness highlights an overall dynamic, albeit heterogeneous, implementation.

The project demonstrated a **high level of implementation in terms of activities.** Of the 35 planned actions, the vast majority were implemented, often after operational or strategic adjustments adapted to the context. Although the quantitative implementation was significant, the evaluation of the results shows variable progress depending on the areas of intervention. However, this quantitative implementation did not always result in the full achievement of the expected outputs. Reconstructing the logical framework, in the absence of results-oriented monitoring, only partially reconstructed the effects produced, based on qualitative elements, interviews, and activity data, and effectiveness appears uneven across the various components.

Outputs related to strengthening professional fishing organizations and supporting entrepreneurship (Op1.1 and Op1.3) were satisfactorily achieved, with positive engagement indicators: creation of GDAP, loan disbursement, business creation, and diversification of activities, particularly for women and youth. On the other hand, the components related to infrastructure improvement (Op1.2) suffered delays in implementation, while territorial planning (Op2.4) only produced reports, limiting their effective translation into outputs through the adoption and/or financing of the developed Strategic Plans (master plan). The analysis also reveals a high level of implementation concentrated at the end of the project, accentuating the difficulties of capitalization and medium-term support, particularly in the implementation of entrepreneurship promotion actions and the consolidation of outputs.

In terms of adaptation, the project demonstrated a genuine ability to adapt its methods to contextual constraints, particularly those related to the pandemic or environmental factors (marine pollution, closure of fishing grounds). Several activities were reformulated, reconfigured, or abandoned for technical reasons. The redefinition of the clam sector, the conversion of funds for the GDAP Ajim, and the adaptation of international training courses into local sessions are significant examples. However, these adjustments were not formalized in a revised logical framework or documented in an adaptation strategy, which hindered their traceability. Furthermore, some reorientations may have undermined the project's strategic coherence, particularly the shift toward diversification at the expense of strengthening the fishing industry and the clam sector, which was perceived by several stakeholders as a departure from the initial priorities.

Many factors influenced implementation. Facilitating factors included the quality of local engagement through regional coordinators, the commitment of CIHEAM and its partners, the proximity of local facilitators and coordinators, and the relevance of actions to the needs expressed by beneficiaries. The technical expertise deployed, particularly in the areas of training, workshops, and entrepreneurship, was repeatedly praised. However, the negative effects of COVID-19, administrative delays, the lack of structured monitoring and evaluation, delays in delivery, project complexity, and a management system heavily focused on execution hindered the full and consolidated achievement of outputs. The weakness of the logical framework indicators (often descriptive, without targets or baselines), the lack of analysis of outputs in official reports, and the delayed concentration of expenditures reduced the ability to monitor and manage impacts in real time.

5.3.1 To what extent have the planned actions been implemented?

To assess the project's effectiveness, the evaluation team developed specific tools. These tools helped reconstruct the project's logical framework, monitor the progress of activities, and analyse the impacts produced.

Among these:

- A **reworking of the overall logical framework** using the data available at the time of writing the report;

- A **progress report on activities** and outputs for specific objectives;
- An in-depth analysis of Activity 3.2.4, focusing on the creation and management of the investment fund, including start-up projects, co-financing, and the **results of qualitative interviews** conducted with beneficiaries.

The following section presents a synthetic analysis of the outputs obtained through the implementation of the 35 activities, grouped into 12 clusters and organised according to the expected outputs (Op1 to Op4), also integrating the Op0 and Op5 outputs, even though these were not included in the initial logical framework.

Output 0 – Management and coordination

This block of activities focused on project initiation, structuring, and management. It included team formation, the creation of monitoring tools, periodic reporting, technical missions, coordination meetings (including steering committees), and the external evaluation system. These actions were generally carried out as planned, ensuring a functional implementation framework. However, some weaknesses in monitoring and evaluation were noted, particularly the lack of logical framework updating and systematic disaggregation of outputs data.

Output 1.1 – Local organizations and institutional stakeholders in the fisheries sector in Gabès and Médenine are strengthened and connected to sustainably manage natural resources.

The Op1.1 output is organized into three clusters comprising eight activities, all but one of which have been implemented.

The first cluster focused on **strengthening grassroots organizations.** A field evaluation provided an update on existing structures[23]. The Participatory Rural Assessment (PRA) was widely praised by the UTSS, the body that conducted the activity. The rigorous methodology enabled precise identification of the sector's needs and laid the foundation for targeted support. Following this assessment, four new GDAPs were established—three in Médenine and one in Gabès —while the creation of a new SMBSP was ultimately rejected due to a lack of local interest. The second cluster focused on networking between organizations. Four exchange visits were organized between the GDAPs of the two governorates, which were deemed useful and enriching, although some participants preferred more technical content. Additionally, the Webport system was installed in Ghannouch, along with the provision of IT equipment, helping to improve access to information and strengthen the digital tools available to local organizations.

As part of the third cluster, **12 Tunisian managers participated in a capacity-building program in Italy.** Participants expressed strong interest in the topics covered, including fishing tourism, marine plastic waste management, and the electrification of landing sites, as well as the approach to co-management and port organization.

The output has helped consolidate local structures and strengthen the capacity of public stakeholders. However, the inexplicable elimination of co-management activities and the lack of a structuring coordination mechanism limit the sustainable scope of the established network.

Op1.2. The competitiveness of the fisheries sector is strengthened by improving infrastructure and/or basic services (education, production, and marketing) to meet local and international demand.

[23] 18 GDAP, 2 SMSA, 1 UTAP

Op1.2 is structured into **three thematic clusters,** bringing together **12 activities, 10 of which have been completed and two abandoned** during implementation (see section 5.3.2).

An initial series of actions focused on **strengthening technical and teaching capacities** in the CFPPs of Zarzis and Gabès. Various equipment was provided, and developed training modules, including distance learning, were tested. However, some teaching resources, such as distance learning kits, were rarely used, partly due to the lack of IT equipment for students.

A second cluster focused on **improving landing and first-sale infrastructure.** The construction of five piers in the Médenine governorate [24], as well as the improvement of the Houmt Souk fish market, were widely welcomed by direct beneficiaries and local authorities. These infrastructures significantly improved working conditions for fishermen, particularly during the winter season, and contributed to better product preservation thanks to the installation of a cold storage facility at the market. Although these facilities were delivered late, corrective measures were implemented upon project completion, primarily due to disruptions related to the COVID-19 pandemic and delays with the initially selected company. A second local company, as well as an Italian firm, were mobilized to build a floating pier in Guellela to overcome constraints related to the clayey nature of the soil. These improvements improved the overall functionality of the facilities (see section 5.3.2).

The third cluster, "**Co-management and Certification of Clam Shells**" aimed to strengthen capacity for health monitoring and sustainable management of fisheries resources. The equipment supplied to the INSTM laboratory in La Goulette enabled it to meet international standards for the control of marine biotoxins, thus strengthening export potential. However, the equipment supplied to the IRVT remained unused due to a lack of interinstitutional coordination. Activity 2.3.4, on the reproduction of Mediterranean clams, failed due to technical constraints, and the photobioreactor is now with the CTA in Melloulech and is unused, while Activity 2.3.5, which was intended to complete the system in Gabès and Médenine, was cancelled (see section 5.2.3).

Overall, this component reveals a fragmented implementation, characterized by a lack of coordination and strategic management, significantly reducing the expected impact on the fisheries sector.

Op1.3. Improving and diversifying production activities to offer new opportunities to young people and women

Op 1.3 is structured around three thematic clusters, bringing together a total of nine activities aimed at promoting the economic diversification of coastal areas through the blue economy. The approach focused specifically on supporting entrepreneurship among young people in CFPPs, promoting local resources, and implementing collective economic initiatives led by professional organizations.

In the first cluster, **activities focused on strengthening entrepreneurial capacity:** training, support for business plan development, and the selection of project leaders. Although two planned study visits to Italy were cancelled due to COVID-19, alternative training courses were organized locally, allowing for a certain degree of continuity. This cluster enabled the

[24] Located in: i) Sedouikech, Midoun delegation; ii) Chat Laflef, Sidi Makhlouf delegation; iii) Ayati, Médenine Sud delegation; iv) Borj Djilij, Houmt Souk delegation; v) Guellala, Ajim delegation (floating).

development of entrepreneurial support services within the CFPPs, but it lacked lasting support due to the lack of institutional mechanisms for post-training follow-up.

The second cluster, "Promotion of Fisheries and Diversification Enterprises," co-financed **40 entrepreneurial projects** at 90% **through a dedicated investment fund.** These projects included 28 individual projects and 12 collective projects, led by seven GDAPs and one SMBSP. The projects reflect a certain sectoral dispersion: 27.5% in fisheries, compared to 40% in agriculture and livestock, 20% in services, 7.5% in agri-food, and 5% in crafts.

Not only did agriculture represent a real **opportunity for income supplementation,** it also proved **strategically consistent with the concept of sustainable coastal development, alongside tourism. It** even evolved into **a fully-fledged alternative,** fully meeting the beneficiaries' expectations.

> *"The idea of creating a waste recovery and animal feed production unit had been on my mind for a long time, but I lacked the resources and time to make it happen. Thanks to the support of the NEMO project, I was finally able to make it happen. Today, I quit my two previous jobs to dedicate myself entirely to this business. The equipment I received isn't very efficient and isn't suited to my needs. But I'm managing." (Producer in Médenine)*

The cluster also focused on **collective projects to support the supply chain.** Some investments were deemed significant, such as ice production units and transport equipment for POs. However, interviews highlighted technical limitations, particularly the low capacity of the ice production units (3 tons/day, considered insufficient).

Project selection was managed exclusively by CIHEAM management, without the formal involvement of local or sectoral institutions, which limited their integration into existing territorial dynamics.

Within this cluster, an investment fund of 400,000 euros has been established, entrusted to Enda Tamweel, a Tunisian microfinance institution. This selection followed a preliminary study conducted by CIHEAM's socioeconomic expert, replacing the initially planned UTSS, which had been rejected due to perceived insufficient performance in previous projects, particularly regarding debt collection. Between September 2022 and January 2023, during the project's extension phase, a total of 833 microloans were granted. The majority of these loans were earmarked for the commercial sector (37%), while only 2% were allocated to fisheries and 15% to agriculture, reflecting limited attention to the productive sectors targeted by the project[25].Furthermore, a fourth fund, initially intended to support the Ajim women's clam harvesting group could not be activated due to technical obstacles with the APIP (see section 5.3.2). The fund was reallocated to finance four startups led by recent graduates of the Vocational Training Centres for Fisheries (CFPP). Of these four initiatives, two were grouped around a naval engineering workshop, one focused on fish crate washing, and the last on a photography service. At the time of the evaluation, only the latter was still operational.

This focus on allocating funding to diversification activities was perceived by institutional stakeholders as a significant departure from the initial objective of strengthening the fisheries

[25] According to the project report: Credit allocation sectors: Fisheries and aquaculture: 2%, Handicrafts: 21%; Trade: 37%; Manufacturing: 14%; Services: 10%; Agriculture and livestock 15%; Others: 1%; Credit allocation amount: Fisheries and aquaculture: 153,900 TND; Handicrafts: 449,100 TND; Trade: 1,360.99 TND; Manufacturing: 350,000; Services: 425,700; Agriculture and livestock: 479,300, Others: 24,700

sector, even though diversification was envisioned as part of the project. Several stakeholders highlighted the fragmentation of the funded initiatives, lacking a clear and focused strategic vision, thus limiting their contribution to the development of a sustainable economic ecosystem centred on coastal areas.

The final cluster, dedicated to marketing and promotion, focused on developing and promoting the " Médenine Products" brand, through the creation of the " Médenine Artisanal Fishery Product " logo, as well as market testing and the development of specifications and a user guide, specifically for blue crab. Although these tools were produced at the end of the project (logo, guide, specifications), they were not implemented in practice. This reflects a certain disconnect with the local reality, as this need was not clearly validated or expressed by the relevant local stakeholders.

Op2.4. The integrated and sustainable development of the areas of Médenine, Gabès, Nabeul, Sfax, and Bizerte is enhanced through the provision of coastal development plans (Masterplans) to MARPH.

Op2.4 is structured around a thematic cluster that groups together three main activities. As part of this output, training was provided to public officials at the territorial level and to the UTSS in the five target regions, helping to strengthen local institutional capacities. Five local development plans were developed (Gahr el Mel, Soliman, Beni Khiar, Bourj Salhi, Kelibia), and nine territorial project fiches were produced (including Ghannouch, Boughrara, Kahres, and Mahres). These outputs helped foster a dynamic of territorial integration, in line with the needs identified at the local level.

It should be noted, however, that although the project fiches were developed, they were finalized at the end of the project, which meant they could not be presented to potential donors at the time of writing (see impact analysis). This delay, at this stage, limits the expected leverage in terms of financing and implementation of the identified local projects.

Op2.5. Implementation of a national and international communication and visibility plan to disseminate project outputs.

The communication efforts have been partially completed. A final dissemination workshop was held on June 26, 2023, which helped promote the main outputs achieved.

A communication plan was indeed developed, but it was not updated during the project implementation, limiting its strategic role in supporting activities.

It's worth noting that this "output" corresponds more to a **set of cross-cutting communication and visibility activities** than to a structuring output within the meaning of the logical framework. Its formulation as a standalone output can therefore lead to confusion, in the absence of indicators that measure its effect or impact over time (see the Communication and Visibility section).

5.3.2 To what extent did these actions achieve the expected outputs?

The analysis of the project's effectiveness is based on a predominantly interpretative reading of the expected outputs, due to the lack of consolidated data and predefined targets. The indicators included in the logical framework are mostly descriptive or activity-related.

The fact that **the interim and final reports did not include an analysis of outputs** is a clear indicator of a project **that was heavily focused on activities,** to the detriment of a strategic

understanding of the action. Similarly, the **Steering Committee meetings** and agendas focused primarily on monitoring activities, without any real attention to analysing outputs or achieving objectives.

This approach reveals a **structural weakness in results-based management,** especially because the **logical framework indicators,** although formally included, **were imprecise,** primarily **process-oriented, and lacked target or baseline values.** These shortcomings severely limited the ability to evaluate the intervention's actual effects, as already highlighted in the section on relevance.

To address these limitations, a reconstruction of the values achieved was conducted based on the project documents, supplemented by an analysis of the implemented activities. More detailed information, based on available indicators, is presented in Annex 6: Progress Report on Specific Outputs and Objectives as of July 15, 2025.

Op1.1 – Local organizations and institutional stakeholders in the fisheries sector of Gabès and Médenine are strengthened and interact in a network to sustainably manage natural resources.

Analysis of this output remains limited due to the absence of consolidated data in activity reports, the lack of target values, and the relatively non-operational nature of the indicators defined in the logical framework[26]. These indicators are primarily quantitative (see below), but have not been systematically reported or used in monitoring documents.

Available data indicate that four new GDAPs were created and strengthened through training. However, the evaluation does not allow for a precise measurement of the skills acquired or the development of members' knowledge. No formal co-management experience was established during the project period, although informal networks of cooperation among stakeholders emerged, as evidenced by exchanges conducted during field interviews. These interactions, although limited at the technical level, reflect a nascent dynamic of local coordination in the absence of a structured political initiative.

Furthermore, the effectiveness of objective Op1.1 remains partially achieved. While the creation and strengthening of new GDAPs represents structural progress, the emergence of informal collaborative networks suggests a positive dynamic of local coordination, which could serve as the basis for more ambitious structuring actions in the future.

Op1.2 The competitiveness of the fisheries sector is strengthened by improving infrastructure and/or basic services (education, production, and marketing) to meet local and international demand.

Based on the defined indicators[27], no direct measurement or monitoring of the impact of the infrastructure construction on productivity, revenue, production costs, or trade losses was conducted. Significant structures, such as the docks or the improvement of the Houmt Souk market, were completed at the end of the project, which limited their commissioning and the observation of their effects.

[26] Indicator Op1.1: 1.1.1. % increase in the number of projects/type/financing resources; 1.1.2. % increase in the number of paying members/type; 1.4. Number of joint projects/activities between GDAPs or GDAPs/SMBSPs; 1.1.5. Number of operators involved in co-management/type; 1.1.6. Number of lagoons/sites co-managed

[27] Indicator Op1.2: 1.2.1.% increase in productivity/income; 1.2.2.% discarded/unsellable product; 1.2.3. Reduction in production costs; 1.2.5.% increase in tons of certified product. Exports (crabs and clams).

No data are available on the use of the equipment delivered to the CFPPs. However, it is reasonable to deduce an improvement in the quality of professional training in this sector.

Regarding the indicator relating to the increase in the volume of products certified for export, it should be noted that ISO 17025 accreditation by INSTM was indeed obtained at the end of the project. However, the available data on crab and clam exports focus more on the long-term impact rather than the immediate effectiveness of the intervention. The effectiveness of objective Op1.2 remains difficult to rigorously assess in the absence of consolidated data on the effects of the infrastructure and services provided. Although some improvements, such as ISO 17025 certification or the provision of equipment to CFPPs, suggest positive potential, their direct short-term contribution remains partially documented. **Effectiveness can therefore be considered partial and limited,** although its impact could be significant (see Impact).

Op1.3 Productive activities are improved and diversified to offer new opportunities to young people and women

As with Op1.3, the analysis of this objective is limited by the lack of target values, baseline data, and the imprecise nature of some indicators[28]. However, unlike other components, quantitative activity data could be used to assess its scope.

As ENDA Tamweel increased the amount of project-guaranteed funds, more than 1,100 loans were granted, totalling over 3.2 million Tunisian dinars, 96% of which benefited women, according to the final report. At the same time, more than 830 existing businesses were financed, and 30 of the 44 new businesses created (68%) were part of diversification initiatives, including five collective projects, 24 individual projects, and four start-ups.

It should be noted, however, that several institutional stakeholders have also highlighted the **fragmentation of support for key sectors of the project,** such as blue crab and, more generally, the fisheries sector, which are considered strategic at the local level. Although agriculture, like **tourism,** is considered an activity falling within the concept of **sustainable coastal development,** the same does not apply to trade, crafts, or services outside of the sector. Additionally, no activity has been specifically promoted in the sustainable tourism sector.

Furthermore, despite the relevance of youth- and women-led diversification projects, these initiatives have remained relatively isolated and poorly coordinated with relevant public bodies, particularly those under the supervision of the Ministry of Labour and Vocational Training, as well as with civil society organizations during the implementation of the actions.

In conclusion, despite the methodological shortcomings and the absence of target values, the available data allow us to conclude that the **Op1.3 output has been largely achieved.**

Op2.4 The integrated and sustainable development of the areas of Médenine, Gabès, Nabeul, Sfax, and Bizerte is enhanced through the provision of coastal development plans (Masterplans) to MARPH.

The analysis of this output is limited by the absence of target values. However, unlike other components, the indicators are clear and measurable[29], and quantitative activity data were used to assess their scope. Nine coastal development plans were developed and submitted, but none

[28] Indicators 1.3.1 Number of businesses run by women/youth; 1.3.2. Number of diversification activities; % of income from productive activities; 1.3.4. Number of jobs; 1.3.5. Number of new profiles/activities.

[29] Indicators 2.4.: Number of local development plans adopted; 2.4.2. Number of funded projects

were formally adopted by the relevant authorities, and no project dossier was submitted to a donor. In light of these factors, the **output can be considered not achieved.**

Although not included in the operational logical framework, the **Op0 output—Management and Coordination** —is included in the financial planning documents and was monitored through activity indicators[30]. Five Steering Committee meetings were held, one more than expected, but with irregular frequency, including two within just two months of each other. The monitoring missions, although announced as regular (daily, monthly, quarterly), were not subject to structured follow-up or consolidated documentation. The mid-term evaluation mission produced a specific report, which included the identification of best practices. However, the final evaluation mission had not yet been carried out at the time of this ex-post evaluation (see the Efficiency section). **The output was partially achieved, with a good level of implementation.**

Regarding **Op2.5,** it has been monitored through several concrete actions, all of a **procedural nature,** and the planned activities have been **largely implemented.** For more information, see the Communication and Visibility section.

5.3.3 To what extent were the actions adapted to real needs and conditions?

The project demonstrated good adaptability, particularly in response to **economic constraints** such as the COVID-19 pandemic, as well as **structural obstacles** related to the Tunisian technical context. Some activities planned abroad were converted into local training, enabling ongoing learning. Similarly, the reallocation of resources helped overcome the impasse of unfeasible activities (for example, the conversion of activity 2.2.3 into entrepreneurial projects).

It's important to note that little time elapsed between the initial project formulation and the refocusing of a key element, the clam sector, indicating that the local context was not sufficiently considered during project development. This rapid review of a key strategic focus reveals a partially incomplete initial analysis, which required adjustments in the early stages of implementation.

Furthermore, these adjustments were not accompanied by a formal review of the logical framework or strategic documentation.

Below are the main changes made following the launch mission, implemented between November 2019 and January 2020, and others following the effects of the COVID-19 pandemic:

Regarding Op.1

- The **cancellation** of activity 1.3.3[31], which has been grouped into activity **1.3.2** Interinstitutional Support

Regarding Op.1.2

- Activity 2.3.4 This activity consolidated the previous activities 2.3.4 and 2.3.5 of the PD, following adjustments made during the start-up phase. The technical assessments carried out highlighted several limitations to the feasibility of clam farming by the GDAPs (lack of capacity, complex procedures, insufficient training, and presence of

[30] RO Indicators: N Regional Technical Committees; N Steering Committee Meetings; N Monitoring Missions; N Evaluation Missions.
[31] A1.3.3 Co-management system of the Zarzis multipurpose centre

existing public hatcheries). Similarly, the acquisition of vessels for the GDAPs was ruled out, as their use fell within the institutional purview and the hosting conditions were inadequate. In consultation with the DGPA, the activity was redirected towards an **experimental pilot restocking project** in Gabès, implemented with the support of the CTA, the INSTM, and the GDAPs. The objective was to test a co-management model between institutions and fishermen, which ultimately proved unsuccessful.

Regarding Op1.3:

- The **partial reconfiguration** of international study visits (activity 3.2.2) into local sessions, due to travel restrictions caused by the COVID-19 pandemic;
- The **reallocation of funds from A.3.2, initially intended for a** GDAP product development workshop for women[32] in Ajim, to micro-entrepreneurial projects aimed at young people from CFPPs (activity 3.2.4).

5.3.4 What factors influenced the implementation of the activities and their outputs?

Project implementation was influenced by both positive internal and external factors, as well as negative external and internal constraints. Qualitatively, the adjustments made to the actions were generally relevant to the needs expressed at the local level, as evidenced by feedback collected in the field. However, several sector institutions, both local and central, highlighted a **fragmentation of interventions related to income diversification, as well as a gradual shift away from the initial strategic vision, which focused primarily on improving production and income for fisheries sector operators.** However, although the Steering Committee (CoPil) meetings did not meet the expected frequency, the CoPil played a central role in validating the strategic adjustments.

The elements outlined below influenced the timing, scope, and intensity of the outputs achieved.

External positive factors

1. Post-COVID activities starting in June 2020.

After the gradual lifting of the lockdown in June 2020 (reopening of bars and places of worship, end of severe restrictions), Tunisia authorized the resumption of interregional travel and in-person gatherings, subject to certain health conditions (PCR tests, curfew, or restrictions on gatherings). The first in-person gatherings were able to resume in the summer of 2020, but the widespread and stabilized resumption of on-site activities only became effective at the end of 2021, thanks to the almost complete reopening of public spaces and the easing of travel restrictions.

Internal positive factors

2. Relevance of the actions taken

Most of the implemented activities responded to clearly expressed local needs but were also aligned with national priorities defined by relevant institutions, such as the DGPA and INSTM, interviewed during the evaluation. Whether improving working conditions (through the construction of port and market infrastructure), fostering economic empowerment (through support for women's and youth entrepreneurship), or strengthening

[32] A3.2.3 Pilot actions for supplementary income for women clam fishers

technical capacities (providing laboratory equipment and supporting vocational training), the actions generally met stakeholders' expectations.

3. Participatory and proximity approach

The gradual implementation of a participatory approach, particularly through the appointment of regional coordinators starting in 2021 and the deployment of local facilitators, has strengthened the project's proximity to the areas of intervention. These mechanisms have fostered a better flow of information, greater stakeholder involvement in implementation, and more responsive and contextualized monitoring of local dynamics. This approach has helped anchor the project in local contexts and strengthen its legitimacy among local stakeholders. The ongoing presence and active commitment of the national project coordinator have also been highly appreciated by partners and beneficiaries. This stable coordination has ensured continuity in management and facilitated dialogue between the central and local levels.

4. Mobilized technical skills

The expertise of national stakeholders, such as INSTM, and local ones, such as CFPP and GIPP, as well as that of international technical experts deployed in diagnostics, planning, biological analysis, and distance learning institutions, ensured remarkable technical quality, as demonstrated by ISO 17025 accreditation and the high quality of diagnoses performed, an aspect highly appreciated by interviewees. The high level of expertise observed during study visits to Italy was also highly appreciated, which further strengthened the relationship between CIHEAM and MARHP, particularly with the DGPA.

5. Flexibility to adapt the project

Despite the constraints encountered during implementation, such as delays in implementation by some companies, the effects of the COVID-19 pandemic, and institutional obstacles, the project demonstrated a certain flexibility. Adjustments were made, particularly by replacing non-compliant service providers, redeploying equipment to more operational sites, and redirecting efforts toward actions deemed more quickly achievable and visible.

6. Immediate and visible effects in some components

Immediate and tangible effects were observed in many aspects of the project, particularly in the infrastructure and equipment delivered, as well as individual and collective entrepreneurial projects, and local development initiatives such as the manufacturing of fish traps or the installation of ice-making systems. These concrete results strengthened the project's visibility and credibility among local communities, contributing to a better perception of its usefulness and increased beneficiary participation.

External negative factors

7. Unforeseen constraints related to the COVID-19 pandemic

Unforeseen constraints related to the COVID-19 pandemic have significantly impacted project implementation. They have caused delays in international mobility, inter-governorate travel, and in-person activities, the cancellation or rescheduling of several activities (including study visits), as well as logistical disruptions that have affected

procurement, equipment delivery, and the overall pace of implementation. These impacts have required operational adjustments, sometimes to the detriment of the initial strategic coherence.

8. Restrictions on clam harvesting and lack of environmental foresight

In 2020, clam harvesting was suspended in the Gulf of Gabès due to high biotoxin levels, resulting in disruption to the local sector. Although temporary, this closure was partly predictable: similar warnings had been issued since 2017, linked to chronic pollution of the Gulf, particularly from the phosphate industry. This situation significantly impacted the implementation of the "Clams" cluster, particularly its farming activities (2.3.4) and stock monitoring (2.3.5), revealing a lack of anticipation of environmental risks.

Internal negative factors

9. The reporting system

The reporting system, based on consuming 80% of tranches before any new disbursements, delayed strategic adjustments to the project. The lack of regular interim reports hindered the updating of the logical framework and requests for changes, contributing to delays in the implementation of various activities and the supply of goods and services.

10. Late internal reorganization of the project team

Although the project document envisioned a territorial structure from the outset, the field team, with the introduction of regional coordinators and local facilitators, was not implemented until 2021. This reorganization certainly allowed for better local anchoring and a smoother flow of information, but it came too late to proactively support the initial implementation phases. The time it took for this new team to establish itself also slowed the project's ability to adapt and manage, contributing to the slow implementation.

11. Delivery delays and limited monitoring

Several activities were delayed, particularly the delivery of essential goods and services (equipment, infrastructure, materials for microprojects, and the microcredit system, among other key elements), which compromised the ability to establish effective post-implementation monitoring. In some cases, beneficiaries received the equipment in the final months of the project, without sufficient time to fully utilize it and the technical support needed to consolidate its impact.

12. A rather ambitious plan in a relatively limited time frame

The project's structure, built around **35 activities grouped into 12 clusters** and organized around **four main outputs,** plus **two transversal axes** (communication and capitalization), **appears ambitious and relatively complex.** This thematic diversity—ranging from institutional support to local entrepreneurship, including infrastructure, vocational training, the fisheries sector, and the production of visual and branding tools—has allowed it to cover a wide range of needs. However, this dense structure has come up against **significant time constraints.** The time available for effective implementation has been significantly reduced, particularly due to the COVID-19 pandemic, which has led to a **partial paralysis of activities for at least 12 months,** impacting mobility, field consultations, and technical exchanges. In this context, the combination of **the breadth of its objectives, geographical**

dispersion, and logistical challenges may have limited the project's ability to fully realize its ambitions.

5.4 Efficiency

The project's efficiency can be considered **limited,** despite a **clear ability to adapt to contextual constraints,** particularly in the post-COVID period. Although the resources provided were generally sufficient, their **management suffered from several structural limitations.**

The **project got off to a very slow start,** with a low consumption rate during the first two years. This delay, combined with the late launch of the project operations team starting in 2021, led to a strong concentration of execution in the final 19 months of the project, with 63% of the budget consumed during this period, reflecting an emergency dynamic that did not favour resource optimization.

The **financial structure proved ill-suited to the complexity of the project,** which included 35 activities divided into 12 clusters. A significant portion of the activities (31%) were grouped among the underfunded outcomes, representing less than 7% of the total budget, requiring disproportionate efforts compared to the available resources.

At the same time, the largely aggregated costs under a single budget line limited the clarity of some components, particularly for **the investment fund creation activity,** where €968,930, equal to 81% of the budget for the Op1.3 output, was not broken down by type of expenditure (credit, donations, infrastructure, co-financing). This presentation of the budget limits the analysis of its effectiveness and related reporting.

Some planned actions, particularly in the clam cluster, could not be fully implemented due to **significant changes, while others were impacted by the pandemic. In both cases, budget reallocations** were made, reflecting the willingness to adapt in the face of constraints.

Overall, **management costs** (human resources, services, current and overhead expenses) amounted to €1,860,453, equal to 37% of the budget (38% after the extension), which is partly explained by the team's commitment until closure. At the end of the project, a modest overrun of €1,441.94 was detected, primarily due to vehicle management and bank charges. Conversely, some planned items, such as the €20,000 allocated for the external evaluation, had not been committed by the date of the ex-post evaluation, highlighting a lack of strategic management.

Finally, although **CIHEAM ensured the timely disbursement of funds, the conditional reporting** mechanism tied to the consumption of 80% of the tranches limited feedback on actual implementation. Two interim reports were submitted, the first of which, **after 25 months** of implementation, covered only **24% of the budget,** reflecting **prolonged under-commitment**. The **seven-month extension** through the Non-Onerous Variant (VNO), approved in March 2023, allowed for the completion of some activities, although it was submitted after the formal closure of the project.

5.4.1 Were the resources allocated adequate?

The project was fully funded, with a **total budget of €5 million.** The funds were made available as follows:

- The **first tranche of €1 million** was paid in October 2019 as pre-financing.
- The **second tranche of** €2 million was disbursed in February 2022, following the submission of the first financial statement in December 2021, based on an 60% utilization rate of the initial resources. This statement indicated total expenditure of € **1,209,258.50** out of a projected amount of € **3,000.032** for years 1 and 2, equal to just over **40%** of the total budget.

- The **third tranche,** paid in April 2023, was advanced by CIHEAM, pending the final balance.

Gap analysis and spending efficiency

A **25-month delay** between the first payment and the submission of the financial statement significantly slowed implementation and concentrated the execution of activities in the final year of the project. Although the impact of the COVID-19 pandemic severely limited travel and interaction, the low level of implementation— **only €1.2 million spent in 25 months,** including **€760,533.17 in management costs** (63% of total expenditure during this period)—indicates a particularly slow pace, reflecting poor implementation efficiency.

This delay created a significant time constraint: **76% of the project's total budget had to be executed in the final 10 months,** compressing the project schedule and limiting the possibility of post-implementation support. This also contributed to low consolidation of outputs, as discussed in the efficiency section.

The **second financial statement,** presented in **March 2023,** four months before the closing date, reported expenses of € **1,720,441.77.** Added to the first statement, this amount represents € **2,929,700.26,** equal to only **59% of the total budget implemented up to that date.** This rate reflects an overall low level of budget utilization. Please note that:

- Heading **3 "Equipment and investments"** still had an **unused balance of 46%;**
- Heading **2 "Expenditure related to the implementation of activities"** still had an **unused balance of 24%.**

Regarding laboratory activities, it was noted that the reagents provided to IRVT are expensive and have a limited shelf life. Consequently, optimal use of the supplied equipment was **only guaranteed for the duration of the project,** due to the **limited resources allocated to consumables** by the relevant ministries (including the CFPPs). Furthermore, all beneficiaries expressed the need for **additional resources** to expand or strengthen their microprojects.

Late project review

Non-Onerous variant (VNO) was requested in January 2023 and approved in March 2023, three months after the project's contractual closure. This late initiative highlights a lack of anticipation and strategic management capabilities, particularly to compensate for activities not completed in the first two years. At the same time, this situation reveals a significant gap between initial planning and actual execution capacity.

This imbalance was partially offset by the team reorganization, with the addition of 10 local facilitators and two Tunisian regional coordinators in 2021. This dynamic allowed for the acceleration of the implementation of Op1.3 activities, although these also suffered significant delays.

Budget allocation

The budget allocation by category was consistent with the distribution defined in the VNO. However:

- **Performance-based** allocation has not been formally changed under the VNO.
- The impact of activity changes (cancellations, reallocations) **on budget allocation by output** is not clearly documented.

- The **final report respected the VNO financial allocation,** with a slight overrun of € **1,441.94,** absorbed by CIHEAM (see analysis in point 5.4.2).

Activities not carried out due to a lack of resources

Finally, some activities **were not carried out** despite the resources theoretically allocated and reprogrammed into other items that were not clearly identifiable.

However, it should be noted that the **external evaluation** (item 7.3), **entered in the budget for 20,000 €, was not carried out,** even though the funds were recorded as spent. This discrepancy reveals a malfunction in the implementation control, and management of the funded activities.

Below is a summary overview of the budget allocation by item, comparing the initial and revised versions with the respective percentages. For a more detailed analysis, see Annex 7: Budget Analysis and Financial Reports by NEMO Kantara.

- **Op0:** €1,384,243 (27.68%) – Cluster 1 – 4 activities
- **Op1:** €131,022 (2.62%) – Cluster 3 – 8 activities
- **Op1.2:** €2,080,884 (41.62%) – Cluster 3 – 10 activities
- **Op1.3:** €1,198,678 (23.97%) – Cluster 3 – 9 activities
- **Op2.4:** €149,179 (2.98%) – Cluster 1 – 3 activities
- **Op1.5:** €55,994 (1.12%) – Cluster 1 – 1 activity

This distribution highlights a concentration of resources on certain outputs, while others, despite representing a significant volume of activity, remain underfunded.

- **Coordination burden (Op0):** Op0 represents almost 28% of the budget, covering coordination, human resources, and operational costs. While this level of expenditure can be explained by the multi-territorial nature of the project, it also highlights a significant administrative burden (see section 5.4.2).
- **Overload of underfunded activities:** Objectives Op1, Op4, and Op5 represent 31% of the project's activities (11 out of 35), but received only 6.72% of the total budget (€336,195). This significant imbalance has mobilized significant energy with limited scope for action, impacting the effectiveness of these components.
- **Budget's focus on Op2 and Op3:** Over 65% of the total budget was allocated to Op2 and Op3 deliverables, reflecting a strategic focus on investments in infrastructure, equipment, and microeconomic projects, most of which began late, starting in late 2021.

  Within Op1.3, activity **A.3.2.4** (Creation and management of the investment fund) includes within the same item:
  i) An investment fund of 400,000 euros;
  ii) In-kind funding for:
    - the renovation of the quayside at the port of Ajim;
    - the installation of Intelligent Water and Electricity Distribution Systems (SIDEE) in 10 ports;
  iii) Microprojects co-financed between 50% and 70%, 90% covered for a total of € **910,130;**
  iv) The reconversion of another activity (2.2.3), equal to € **58,800.**

  In total, this activity alone amounts to € **968,930,** or **81% of the total budget for Output Op1.3** (19.37% of the total budget), without a consistent breakdown between activity types or specific associated monitoring. This structural vagueness **limits the ability to report** on the objective of improving production activities and diversification.

In-kind financing envisaged for this activity does not meet the requirements of a true investment fund. It is more akin to a one-off contribution under Output 1.2 and would have required clearer traceability through a separate activity. Furthermore, **seven of the ten equipment** destined for the ports of **Gabès and Médenine** had not yet been delivered at the time of the evaluation, raising questions **about the effectiveness of the delivery process** and the management of this component (see section 5.1.3).

Furthermore, this allocation was not updated during the submission of the Non-Onerous Variant, demonstrating poor budget management and a lack of alignment between the revised planning and the actual financial allocation.

The budget allocation illustrates an ambitious project, with numerous dispersed activities implemented within a limited timeframe, impacted by the pandemic. The late launch of the field team (operational since 2021) led to accelerated execution at the end of the project, limiting post-implementation monitoring and consolidation of impacts.

5.4.2 WAS RESOURCE MANAGEMENT EFFECTIVE?

The project's resource management was generally smooth in terms of disbursement of funds, with no major administrative hitches on the part of CIHEAM Bari or the management unit in Tunisia. The three financial tranches were paid regularly, in accordance with the Agreement signed, as outlined in section 5.4.1.

It should be noted that approximately €2 million was implemented directly in Tunisia, while the remaining €3 million was managed by Italy (CIHEAM Bari), particularly for technical services, international procurement, and expertise.

Furthermore, the pre-financing of the last tranche by CIHEAM in 2023 avoided the interruption of activities, but it also reflects an imbalance in the synchronization between budget execution and reporting.

Note that the project benefited from VAT exemption in Tunisia, which provided significant leverage and maximized the real value of the resources invested in local businesses.

However, a **discrepancy between budget and implementation should be noted:** the budget line for external evaluation (item 7.3, corresponding to €20,000) was financially executed but not operationally implemented at the date of the report and the current ex-post evaluation, which calls into question the rigidity of the link between accounting commitment and actual implementation.

The final report indicates a **marginal budget overrun of** €1,441.94, primarily due to management costs (€1,069.87 for vehicle management) and services (€275.93 for bank charges). Although modest, this overrun reflects the technical adjustments required during the project closure phase.

Regarding the **ratio between management costs and direct investments:** although the project remained within the overall budget, management costs related to coordination and central administration may have limited the share directly allocated to field activities, particularly during the consolidation or post-delivery monitoring phases.

Management costs represent a significant part of the overall budget, equal to **37% of the total project budget (total: €1,860,453),** namely:

- Human Resources (HR – Section 1): €985,382[33]
- Services (Section 5): €407,760
- Current expenses (Section 4): €140,210
- Overheads (Section 8, equal to 7% of direct costs): €327,101

After the seven-month VNO, this ratio increased slightly to 38%, reflecting a relative increase in operating costs over the extended project life.

5.5 Sustainability

The actions undertaken by the NEMO Kantara project have generated several lasting effects, particularly through institutional strengthening, local capacity development, and integration into national priorities for integrated coastal zone management. These effects are reflected in the project's gradual integration into existing public structures and the emergence of economic and community dynamics that promote continuity.

The project successfully mobilized key institutional stakeholders—CRDA, AVFA, GDAP, and INSTM—gradually transferring responsibility for implementing local actions to them. This approach helped consolidate expertise and strengthen territorial ownership, relying on national and local mechanisms rather than the creation of parallel structures. Similarly, the planning tools developed were widely praised and represent a potential support for local governance, although their effective integration into public mechanisms remains untapped.

On the economic front, positive results have been observed, particularly in collective fishing projects, which are showing signs of viability. However, the lack of an integrated sectoral approach and territorial synergies has limited the initiatives' transversal reach. Diversification projects, often individual, have shown some fragility, particularly due to the lack of structured post-creation support and integration into a local entrepreneurial ecosystem. Links with other aspects of the project, such as waste management in ports, AFVA centres, and established recycling companies, have not been fully exploited, thus reducing the potential for long-term economic and environmental transformation. Regarding investment funds, after five years of use of ENDA Tamweel, these will be transferred to INSTM to finance research on sustainable fishing, in coordination with the DGPA.

Some limitations in terms of equipment and infrastructure also impact sustainability. Laboratories remain underutilized or have been retrofitted due to a lack of expertise or high maintenance costs. Equipment delivered to the markets, despite being fully functional, didn’t receive health accreditation. On the other hand, the high quality of the infrastructure is recognized, and a maintenance mechanism has been established through an agreement with APIP. However, the distribution of roles among the institutions involved (APIP, APAP, and MEHAT) remains unclear, and the system's sustainability still depends on future adjustments, mainly at the local level, through the management of the GIPPs.

At the sociocultural level, the project's acceptability and the relevance of its actions were highlighted. NEMO Kantara contributed to raising awareness and improving some living conditions. However, facilities such as water and energy distribution points, initially well-received, are no longer functioning at the three sites visited. They have not yet been integrated into a sustainable management approach due to the lack of adequate reporting and monitoring mechanisms.

Finally, clear signs of autonomy are emerging, particularly through INSTM. The project has been able to extend its results through involvement in complementary initiatives, particularly the ARIBIOTEC project, and by obtaining ISO 17025 accreditation for its laboratories in 2024. These initiatives

[33] This includes the following budget sub-lines: International technical staff in Tunisia; Short-term international technicians and trainers; Long-term local technicians; Short-term local technicians; Support staff (drivers, assistants, etc.); Technicians and experts directly engaged on the project in Italy.

demonstrate the institutional capacity to capitalize on the project's outputs to ensure medium- and long-term continuity.

However, the absence of a clearly articulated, structured, and planned exit strategy in the project document partially limited the project's ability to organize the post-intervention transition and sustainably consolidate all the generated effects.

5.5.1 To what extent have the actions taken generated lasting effects?

The NEMO Kantara project has laid **a solid foundation for the sustainability of its impacts** by mobilizing institutional stakeholders, supporting the emergence of local economic dynamics, and consistently aligning with national priorities for sustainable coastal zone management. From its inception, the project aimed not only to produce concrete short-term results but also to strengthen the conditions for gradual ownership by institutions and local communities. This focus has been reflected in a consistent focus on integrating results into existing structures, leveraging existing public systems rather than creating new mechanisms from scratch. The project's territorial roots, its ability to interact with sectoral policies (fisheries, education, environment), and the active involvement of national stakeholders such as INSTM, AVFA, and CRDA demonstrate the desire to create a realistic and contextualized basis for sustainability.

However, the **lack of an exit strategy clearly articulated, structured, and planned in the PD** has partially limited the project's ability to consolidate its outputs beyond the implementation period.

At **the institutional level,** the project strengthened the capacity of several key bodies—CRDA, AVFA, GDAP—through a gradual transfer of responsibilities. This strengthening was well received and contributed to improved management of local fisheries resources and community participation. The planning tools developed, such as action plans and project fiches, were widely appreciated. However, their operational adoption by public authorities remains uneven. Several interviews highlighted the difficulty of integrating them into existing planning mechanisms, particularly due to the lack of formalized coordination and the lack of clarity regarding the roles expected of stakeholders after the project's closure.

Economically, the project supported a variety of improvement and diversification initiatives. Some of these, particularly collective projects related to the fisheries sector, showed significant signs of feasibility, while individual economic diversification projects proved more fragile: nearly 36% of the projects visited encountered difficulties, often due to insufficient post-initiation support. Furthermore, these interventions remained largely ad hoc, with little integrated sectoral vision or territorial synergy. Functional connections, for example, between port waste management, considered an emerging issue by the APIPs consulted, and economic recycling initiatives, were not sufficiently activated.

Regarding the creation and management of the investment fund, after its five-year use by ENDA Tamweel, these funds will be transferred to the INSTM to finance research related to sustainable fisheries, in coordination with the DGPA. The INSTM will ensure the traceability and visibility of the funds, according to the terms defined in an agreement between the three parties, in accordance with the Steering Committee decision of March 15, 2023.

Regarding **infrastructure,** APIP currently ensures maintenance under an agreement with CIHEAM, which includes annual inspections and a dedicated ten-year budget of €60,000.

Although the quality of the facilities has been recognized, particularly during field interviews, APIP does not consider itself the competent body for long-term technical maintenance. Furthermore, other stakeholders, such as APAL and MEHAT, appear to be involved in maintenance. APIP proposes transferring this responsibility to local GIPPs, which are better positioned to ensure more flexible and less costly local maintenance.

From a **sociocultural perspective,** the project successfully met expectations expressed at the central and local levels, strengthening its acceptability and relevance. It contributed to raising awareness of resource conservation and improving living conditions. However, some facilities, such as water and energy distribution points, which were well-received when they were installed, are now showing signs of deterioration: the three sites visited are no longer operational. According to interviews, these facilities are still not perceived as integrated into sustainable resource management, raising questions about the accountability and maintenance mechanisms envisaged.

Dynamics of autonomous appropriation should be highlighted. INSTM has capitalized on the project's outputs by integrating into complementary initiatives, particularly the ARIBIOTEC project, which focuses on marine biomass recovery and port waste management. Furthermore, the institute has developed a biotoxin analysis method, which led to ISO 17025 certification in 2024. These efforts reflect a clear desire to extend the project's impact through institutional levers and sustainable techniques, in line with its initial strategic orientations.

5.6 Impact

The actions carried out within the NEMO Kantara project have triggered transformational dynamics at various levels—production, institutional, environmental, and social—with concrete, albeit partial, outputs that demonstrate the potential for medium-term structuring.

The intervention has led to a tangible improvement in working conditions in ports, increased capacity among local institutions, improved access to credit, and the structuring of producer organizations. The functionality of the docks and fish markets—fully operational and appreciated by fishermen—has represented a significant improvement, facilitating landings, improving sanitary conditions, and strengthening the supply chain.

The project contributed to a tangible improvement in incomes and an effective diversification of productive activities. Collective projects—ice, traps, and recycling units—generated a significant economic and social impact, particularly for women and vulnerable groups. In the fisheries sector, strengthening the cold chain improved product preservation and increased their market value. Financially, 80% of microcredit beneficiaries renewed their loans, with an average increase of 30% in the amounts, demonstrating the consolidation momentum despite inflation. These loans primarily supported trade and services (66%) and artisanal production (34%).

However, individual diversification projects appear more fragile: 36% of the initiatives visited are in difficulty or abandoned, while collective projects demonstrate greater solidity thanks to their structure and community roots.

However, this progress was hampered by the lack of formalized mechanisms for knowledge transfer (handover) and institutional capitalization. More than ten public officials (MARHP, CRDA, CFPP, APIP) directly involved in the project had left their positions by the time of the final evaluation. Their successors, generally ill-informed or with limited knowledge of the project, were unable to ensure sufficient continuity, weakening the lasting impact of the methodologies introduced and limiting the long-term effects of the capacity-building initiatives.

The dynamics of structuring producer organizations have been positive, with the creation or reactivation of several GDAPs. However, other groups, particularly women's groups, are currently inactive, demonstrating the fragility of these initiatives without ongoing support.

Opportunities for change in the coastal environment are emerging, particularly with the exploration of new clam production areas in the Bizerte Lagoon and the Boughrara Sea. However, their implementation remains uncertain. The lack of coordination between Tunisian scientific institutions and technical partners, particularly CIHEAM, appears to represent a missed opportunity to sustainably structure the shellfish farming sector.

In terms of gender relations, encouraging signs have been observed. Although women remain largely confined to processing and harvesting activities, their presence in positions of responsibility (INSTM, laboratories, ports) has increased. Over 80% of the community facilitators involved were women, which facilitated local mediation sensitive to inclusion issues. However, the gender approach, although present across the board and with positive effects observed in terms of female participation, has remained poorly structured: no gender analysis has been conducted, no dedicated strategy has been formalized, and no national expertise has been mobilized. In the absence of a specific mechanism, the transformative potential of this dimension remains limited.

The project's unintended impacts have been generally positive. The database resulting from the participatory evaluation has enabled other initiatives (the TRACE project, the RSE fund for hydrocarbons in Médenine) to integrate beneficiaries into agricultural or artisanal projects, providing them with long-term monitoring. Access to zero-interest credit has thus been extended to women previously involved in NEMO Kantara. No refusals or negative impacts from stakeholders have been noted. The project enjoys strong recognition, particularly in Djerba, where its visibility is associated with quality infrastructure. The launch of the NEMO HOUT project, led by the DGPA and CIHEAM, capitalizing on the outputs of NEMO Kantara, represents an important strategic continuity.

In conclusion, the absence of indicators related to the overall objective, particularly community resilience, reflects a methodological weakness. Consequently, the project remains essentially focused on implementing activities, without tangible evidence of having contributed to lasting change or a significant improvement in resilience conditions in the medium or long term.

5.6.1 To what extent have the actions undertaken activated dynamics of change or produced transformations in the context?

The actions undertaken within the NEMO Kantara project have triggered several dynamics of change in the areas of intervention, at the productive, institutional, economic, and social levels. Although the consolidated effects are still partial, several elements of transformation are observable in the short and medium term, demonstrating an undeniable structuring potential. However, the lack of precise indicators for measuring impact, an initial baseline, and a structured data collection system currently limits a fully objective assessment of the transformations achieved, as highlighted in Chapter 5.1.1.

In terms of **productive activities,** the observed trends are primarily reflected in economic diversification efforts, with 66% of microcredits allocated to the trade and services sector and 34% to artisanal production or processing. The fishing sector has benefited from increased targeted investments, particularly through the strengthening of the cold chain, which has improved the preservation quality of seafood and increased fishermen's incomes, as confirmed by several interviews. A major innovation is attributable to INSTM, which developed a method for analysing marine biotoxins and obtained ISO 17025 certification, reducing the costs of exporting bivalves thanks to the possibility of performing the analysis in Tunisia.

In **terms of income** and living conditions, beneficiaries of collective projects (ice making plants, fish traps, etc.) have reported significant improvements, both economic and social. A beneficiary of a plastic crushing plant in Mareth testified:

> *"This project is unique in Mareth and has truly made a difference. It has helped reduce some of the plastic pollution that was harming our environment." But its impact doesn't stop there: it has also changed the lives of some residents, particularly the "barbecha" (local farmers) who, for once, have found a real job opportunity and a boost for their businesses. This project has also created jobs for women in the region, who now work at the plant. It's a useful, concrete, and promising project."*

Regarding **access to credit,** the impact has been very significant: 80% of microcredit beneficiaries renewed their loans, with a 30% increase in the average amount, an indicator of the success of this investment component, despite the 6% annual inflation rate, which may have reduced the impact on growth.

The **economic impact** of co-financing projects is more limited, as 36% of the individual economic diversification projects visited are currently showing signs of difficulty or abandonment, while collective projects show signs of more significant economic impact, including in terms of the number of people involved.

The **completed infrastructure,** particularly the five piers and fish markets, is fully functional, well used by fishermen and perceived as a significant improvement in their working conditions, especially in winter.

> *"It used to be really difficult: in the winter, without boots, we had to wade into the water to retrieve the boat. Now it's easy! Just pull it ashore, moor it, and you're done!" It's a whole new life, especially for me, as I am no longer so young."*

Houmt Souk fish market is widely recognized by fishermen as a significant improvement in their working conditions. It now allows them to store fish in hygienic conditions, with better-organized spaces and adequate equipment. As one local fisherman put it, *"Before, it was total chaos. Today, everything is clean and orderly, we can keep the fish fresh. It's more professional and really helps us with sales."*

However, the water and electricity distribution points installed at the three sites visited are no longer operational: water and electricity are no longer available due to the lack of maintenance following the closure of the project, as the person in charge of the installation had terminated his contract at the same time as the end of the project activities. These facilities, while well-received when installed, have not been integrated into a clear, sustainable management approach. The lack of structured maintenance mechanisms has compromised their longevity, significantly limiting their impact on the working conditions of fishermen in the port.

At **the institutional level,** some positive changes are noteworthy. The project has helped strengthen coordination between several key bodies, including CRDA, GDAP, and AVFA, supporting a gradual transfer of responsibility to the local level. Spatial planning tools have been developed to foster dialogue among stakeholders, although their integration into local development plans remains limited and largely dependent on the specific dynamics of each territory.

Furthermore, some institutions have been able to capitalize on the project's **innovative technical outputs.** The most notable example is INSTM, which obtained ISO 17025 certification in 2023 thanks to the in-house development of a biotoxin analysis method. This

scientific advancement has enabled analyses previously conducted in Italy (Cesenatico) or Spain to be conducted in Tunisia for the first time, resulting in a significant reduction in costs and time, while also strengthening the country's technical autonomy in the bivalve export sector.

Access to knowledge and diagnostic and planning tools was also improved in several project components through training sessions, exchange visits, and the introduction of innovative participatory approaches. The diagnostic methodology used to analyse regional needs was particularly appreciated. The UTSS (Technical Monitoring and Support Unit), in particular, adopted and adapted this approach to other sectoral and geographical contexts, for example, in the agricultural sector of Nabeul, noting that it was *"a very interesting, useful, and structured tool. We had never used an approach like this before, and it has been of great help to us in the other regions where we operate.*" According to their feedback, this methodology helped better organize territorial priorities, strengthen the coherence of actions, and prepare field staff for strategic planning activities.

However, this capacity-building effort encountered a significant obstacle: high staff turnover within the partner public administrations. More than ten managers from MARHP, CRDA, CFPP, or APIP, directly involved in the project, were no longer in office at the time of the ex-post evaluation. Their successors, in most cases, were unaware of the interventions implemented, except for the presence of visible infrastructure, demonstrating the fragility of the internal transmission process.

This institutional instability, combined with the lack of formal knowledge transfer mechanisms (handover) or structured capitalization tools, has limited the sustainability of training and learning outcomes. Consequently, the potential impact of capacity-building activities has been reduced and, in several cases, the continued use of the developed tools has been compromised.

The **functioning of producer organizations** has seen significant progress under the project. Several Agricultural and Fisheries Development Groups (GDAPs) have been created or strengthened, demonstrating a clear commitment to a collective structure to serve local communities. Four new GDAPs have been registered, three in the governorate of Médenine and one in Gabès, and some existing groups have received support for their restructuring. These dynamics demonstrate a growing adoption of local governance tools by beneficiaries.

Zaytouna GDAP, based in Maghraouia, is a particularly significant example of this transformation. Its treasurer explains:

> *Previously, the GDAP was disorganized and wasn't receiving requests from development projects. The arrival of the NEMO project changed everything: it allowed the GDAP to reorganize and regain credibility. Today, it is recognized by several stakeholders and enjoys a genuine reputation.*

While some groups, such as the Ajim women's group, are no longer active, others, such as the GDAP of women clam diggers, continue to operate independently, although their size remains modest (about 30 members). These findings underscore the potential for social transformation brought about by community structuring, while also highlighting the need for greater technical and institutional support to sustain these outputs.

> *"Thanks to NEMO, a climate of trust has been restored between farmers and public institutions."*

The project's impact on **local governance and development policies remains limited.** The developed planning documents have been shelved pending funding opportunities, with no

clarity on who will be responsible for their monitoring. Furthermore, since the 2023 constitutional reform led to the dissolution of municipal councils, the prospects for continuing the action at this level are uncertain.

Although **opportunities for change in the** coastal environment are emerging, particularly with the potential opening of new clam production areas in the Bizerte Lagoon and the Boughrara Sea, according to INSTM experts, their impact has yet to materialize. The lack of coordination between Tunisian scientific institutions and technical partners such as CIHEAM has been identified as a missed opportunity, particularly in the development of shellfish farming.

Finally, **in terms of gender equality,** fishing remains a strongly male-dominated sector, particularly in professions related to navigation, maintenance, and maritime activities. Women are traditionally confined to processing, sales, or harvesting on foot (as in the case of clams). This gender structure of the sector has not changed radically within the project. However, some emerging signs point to potential shifts toward greater inclusion of women in the fishing industry and in so-called technical professions. In fieldwork, various forms of female leadership were observed, particularly in groups of women clam harvesters, who have structured their organization around recognition of their work and more independent access to equipment.

Ajim 's, are now inactive, others remain dynamic, although their size remains limited (about 30 active members), such as the group of clam gatherers who have dedicated themselves to other activities.

> *"When I started my business, I recruited two women. Thanks to the gradual expansion of my clientele, especially among fishermen, I was able to significantly expand my business. Today I work with a dozen women." Work is organized on a per-order basis, and each person has the option of working from home or in the workshop (Fishing Net Production Unit).*

What appears to be a more significant development, however, is the **growing presence of women in leadership positions** within key partner institutions: laboratories, research centres, and fishing port management. While this cannot be directly attributed to the project, it has been observed that women now hold decision-making positions in bodies such as the INSTM, health control laboratories, and local branches of the CRDA. This structural change could contribute to a gradual transformation of the sector, promoting greater inclusion of women in traditionally male-dominated professions in the medium term.

Médenine Fishing Vocational Training Centres (CFPP) also announced that a new professional profile, "boat captain," will be offered, and that **female demand for this training has been identified.** This represents a significant opportunity to promote the diversification of female roles in the sector.

Finally, the gender dimension was also reflected in the roles of local community outreach and entrepreneurship support. **Over 80% of the community facilitators recruited by the project were women,** a fact positively highlighted by the beneficiary entrepreneurs, who perceived this proximity as a structuring support for monitoring their activities. This female presence in the field allowed for more sensitive and inclusive mediation in the support processes.

However, it should be noted that although some positive gender dynamics emerged in the various components of the project, it does not fully meet the requirements of the OECD-DAC "G1" marker, meaning a project in which gender equality is a significant but not primary objective. Although the gender dimension was integrated across the board, particularly through

women's involvement in economic activities, this integration remained poorly structured. No gender analysis was conducted, nor was a dedicated strategy formalized during the project. Similarly, no specific training on women's leadership was implemented, and no national expertise on gender issues was mobilized. Although the gender dimension was indeed integrated across several activities, with positive effects, particularly in terms of women's involvement in collective projects and field activities, the lack of a structured framework limited the transformative potential of this approach.

In conclusion, it should be noted that most of the indicators identified for the specific objectives are procedural in nature[34]. These indicators are already integrated at the outputs level, the limitations of which have been highlighted, particularly regarding the lack of target values, clear baselines, and adequate data collection mechanisms.

Regarding the project's overall objective, "to improve the resilience of coastal communities through integrated and sustainable management of natural resources and participation in local development," no specific indicators were developed. Only verification sources were mentioned.

In the absence of clear and measurable indicators that define the concept of coastal zone resilience, it is not possible to objectively demonstrate that the outputs achieved have actually contributed to strengthening the community's resilience.

In Annex n°11 (Logical framework with clusters and impact indicators), three indicators[35] have been proposed that integrate the dimensions of sustainable management of natural resources, participation in local development, and the socioeconomic component. These indicators are presented as potential variables for measuring the level of resilience and its increase over time.

5.6.2 To what extent did the actions taken generate unexpected, desired, and undesired effects?

Kantara project actions generated several unexpected, generally positive, outputs, with no negative effects reported during the evaluation or stakeholder interviews.

A noteworthy output, although not explicitly planned, was the use of the database resulting from participatory evaluations conducted by the UTSS, which enabled other development initiatives, particularly the TRACE project (in the agriculture and handicraft sectors in Médenine), to identify and support beneficiaries who had participated in NEMO. Several women were thus able to access grants for income-generating activities such as livestock feed production, processing of dates, and artisanal pottery. This extension demonstrates the lasting

[34] OS1 Indicators: 1.1. Number and type of productive activities/type financed by the project fund; 1.2. % increase in income of fishing operators; 1.3. % of investments (services and infrastructure provided); 1.4. % increase in number and type of productive activity/type; 1.5. Number of tons of crab/clam exports (Gabès/Médenine).
OS2 Indicators: 2.1. No. of local officials contributing to the drafting of local plans; 2.2. At least one region has independently developed its own regional planning strategy; 2.3. No. of coastal development initiatives developed independently by the CRDA/region

[35] (i) Change in average income of fishermen and beneficiaries of targeted diversification projects, by area and by gender (add target value); (ii) Percentage of fishermen and beneficiaries adopting sustainable natural resource management practices (e.g. respect for biological rest periods, use of compliant nets, agroecological approaches to agriculture, etc.) by area (add target value); (iii) Participation rate of women and young people in local management committees, fishing cooperatives, and other co-management bodies, by area (add target value).

impact of the fieldwork carried out. Furthermore, in Médenine, diagnostic beneficiaries were also able to access interest-free loans, thanks to a corporate social responsibility fund managed by the UTSS and financed by companies in the hydrocarbon sector. This convergence between project tools and other support mechanisms demonstrates local ownership and post-project continuity of the efforts deployed.

The piers are considered the most tangible and useful intervention by fishermen. They have significantly improved working conditions, especially in winter, facilitating landing and safe anchoring. One fisherman testified:

> *"Before, we had to wait hours to unload on the rocks. Today, thanks to the pier, everything is faster, safer, and the fish stays clean. Our morale has also improved."*

An unexpected outcome of the project was the emergence of a strategic reflection on vocational training in the fishing sector, linked to a real demand for jobs. Several interviews, particularly with CFPPs, highlighted an imbalance between this demand and a limited training offering, hampered by outdated equipment that is poorly suited to current needs, especially in terms of digitalization.

Furthermore, although CIHEAM has conducted some visits to crab processing companies, no **in-depth sectoral market study has been conducted** to explore in a structured manner the employment opportunities for women previously employed in clam harvesting or other coastal activities. This lack of strategic planning limits the ability to identify promising sectors and initiate career diversification in the fisheries sector.

Occupational integration in the fisheries sector currently appears to be underexplored: there is a lack of updated skill needs maps, forward-looking analyses of potential opportunities, and mechanisms to guide individuals toward structured paid employment. This gap is particularly problematic in a context where many people, especially women, find themselves in forced retraining situations without adequate support.

In the absence of support programs for retraining and/or job placement, the **logic of self-employment has prevailed by default,** often with fragile projects, motivated more by necessity than by a genuine entrepreneurial perspective. The entrepreneurial spirit remains generally weak in some target areas, particularly due to their remoteness, the lack of support services, and a still poorly structured local ecosystem.

On the institutional and cooperation front, a noteworthy positive impact is the **launch of the NEMO HOUT project,** scheduled for 2025. This cooperation project between the DGPA, CIHEAM Bari, and the Italian Cooperation builds on the lessons learned from NEMO Kantara and aims to strengthen sustainable artisanal fishing sectors while improving the social protection of workers in the sector. NEMO HOUT will capitalise on the methodological tools, infrastructure, and partnerships previously developed, with a view to continuity and deepening. Kantara partner institutions, such as INSTM, have pursued initiatives related to the project's themes. The institute is currently involved in several key projects, including ARIBIOTEC (marine biomass development), an Interreg Italy-Tunisia program, demonstrating the ongoing implementation of the project's outputs at the national and Mediterranean levels.

Furthermore, the final phase of the project catalysed new dynamics and launched complementary initiatives, actively mobilizing local and institutional stakeholders. These initiatives, undertaken in line with the project's outputs, demonstrate the commitment to sustainable implementation and are illustrated in Section 5.1.2.

Finally, no incidents of rejection, tension, or social conflict among local or institutional stakeholders were reported during project implementation. On the contrary, the implemented infrastructure, equipment, and systems were generally well received by beneficiary communities, both in rural and coastal areas, despite the diverse territorial contexts. The participatory approach adopted from the diagnosis and planning stages helped strengthen local support while ensuring a relatively equitable distribution of interventions.

No unforeseen negative or undesirable effects were detected during the evaluation. The observed unforeseen effects were generally positive, particularly regarding the project's increased visibility in certain areas such as the island of Djerba, the inclusion of new beneficiaries in other related programs, and the revitalization of artisanal fishing facilities through the rehabilitated piers. This lack of negative effects reflects both the relevance of the technical choices and the project's ability to integrate harmoniously into existing local dynamics.

5.7 Added value

5.7.1 To what extent has the project influenced available knowledge about coastal development dynamics?

The NEMO Kantara project has generated concrete and methodologically structured knowledge, contributing to a better understanding of territorial dynamics and coastal development planning:

- The development of a **participatory diagnostic methodology** (ERP), widely used in the intervention areas and adopted by other stakeholders (UTSS, ENDA), has strengthened community and institutional analysis capacity.
- The development of a **biotoxin analysis method,** combined with ISO 17025 accreditation of laboratories, has strengthened national capacities for the health control of fish products.
- The project has enabled the production of a **wide range of spatial data,** derived from socio-economic assessments, beneficiary databases, and sector mapping, now used by other projects or programmes.

5.7.2 To what extent did the project influence sectoral and local development policies?

The project did not directly influence national sectoral policies. However, it had a tangible impact on local dynamics and the formulation of new projects:

- The creation of the **NEMO HOUT project** stems directly from the experience of Kantara, demonstrating the strategic value of its outputs as a basis for reflection on new programming.
- At the local level, the project helped **structure the groups (GDAP), strengthen territorial governance,** and inspire actions adopted in other contexts, albeit informally.
- The multi-stakeholder approach, field-based methodologies, and institutional proximity were recognized as factors that facilitated the partial replication of the practices in other initiatives.

5.7.3 To what extent did the project make available innovative technologies and actions that can be used at the local level or in similar contexts?

The project tested and developed several potentially replicable innovative tools, technologies, and approaches:

- **ISO 17025 accreditation** of partner laboratories for biotoxins, strengthening the quality and credibility of fish health testing.
- **Guidelines for managing the "artisanal fishing products" brand,** which, although not widely disseminated, provide a sustainable, traceable, and rewarding communication framework for local sectors.
- **Specifications for the promotion of blue crab,** developed in consultation with stakeholders, provide a technical tool that can be replicated in other coastal areas facing invasion by this species.
- **Recycling units, cold chain, and shared port infrastructure** (ice, traps, waste sorting) are perceived as suitable, functional, and transferable to similar contexts.

5.8 Communication and visibility

Kantara project's communication activities were formalized as part of Output Op5, with a budget of €55,994, aimed at increasing the project's national and international visibility, promoting best practices, promoting artisanal fisheries products, and raising awareness among stakeholders. The communication plan, launched in May 2020, was based on a multi-channel approach (video, social media, events, publications). A Facebook page (https://www.facebook.com/NemoKantara) was created in March 2021, with 220, publications, 40-50 interactions per month, 2,638 subscribers at the project's closing date, and a lack of post-project outreach. A project factsheet for "NEMO-KANTARA" is available on the institutional websites of CIHEAM and CIHEAM Bari, but it contains inconsistencies regarding the closing date (October 2022 for the former, November 2024 – erroneously – for the latter, instead of May 2023). Furthermore, the information provided is extremely limited and does not contain any project outputs.

The kick-off seminar took place in February 2020, and that of the closing in June 2023. Official visits from the AICS and the Italian Embassy increased institutional visibility.

However, communication remained local, without significant national impact and some disclosure activities on an international scale, notably in Italy, and without formal monitoring of its effects (particularly the videos produced). Even institutional websites contain errors or incomplete information about the project.

5.8.1 To what extent was the initiative accompanied by effective communication efforts to promote the project's objectives and the visibility of Italian Cooperation?

Communication and visibility activities were formalized as part of Output Op5, "Implementation of a national and international communication and visibility plan for the dissemination of project outputs," divided into two activities. The Output has a budget of € **55,994.**

This Output, although introduced during implementation (initially classified as an activity), led to the development and launch of a **communication plan,** implemented starting in **May 2020.** Its main objective was, on the one hand, to increase the visibility of the project at the national and international level by promoting its best practices, inclusive approach and concrete results and, on the other, to raise awareness among stakeholders – decision makers, economic partners

and consumers – of the importance of a resilient, environmentally friendly and local economic model.

This general objective gives rise to specific objectives, including promoting the "artisanal fishing products" brand, fostering entrepreneurship among young people and women, developing communication guidelines focused on sustainability and traceability, capitalizing on and sharing best practices, and communicating the project's impacts with direct and indirect beneficiaries.

The strategy was based on a **multi-channel approach:** corporate videos, social media presence, website, local events, and printed materials (brochures, notepads, banners).

Although the project officially started **in October 2019,** the NEMO Kantara Facebook page (https://www.facebook.com/NemoKantara) was launched in March 2021. By June 2023, 220 original contents (videos, photos, testimonials) had been published, generating an average of 40-50 interactions per month (likes, shares, comments) and reaching 2,638 subscribers at the project's closure.

A project factsheet is available on the CIHEAM institutional website (https://www.ciheam.org/fr/project/nemo-kantara-stabilisation-et-developpement-socioeconomique-des-regions-cotieres-tunisiennes/), where the closing date is October 2022, rather than May 2023, and on the CIHEAM Bari website (https://www.iamb.ciheam.org/projects/nemo-kantara-stabilization-and-socio-economic-development-of-tunisian-coastal-areas), where the closing date is November 2024, with extremely limited information and no information on the project's outputs.

Visibility events were organized regularly. The **launch seminar took place on February 13, 2020,** while the **closing ceremony was held on July 12, 2024,** with the participation of Tunisian and Italian partners. Furthermore, **institutional visits** punctuated the project, particularly those by representatives of the Italian Agency for Development Cooperation (AICS) and the Italian Embassy (October 2021, March 2023, December 2023), which were discussed in the local press and on social media.

Visibility, particularly through the infrastructure built (markets, piers, laboratories), is considered by stakeholders to have a significant impact in the affected areas, particularly in Djerba, where three piers were built. The identification signage posted at the sites also facilitated recognition of the project.

Visibility requirements **were met** in accordance with the donor's visibility and communication manual. The infrastructure built, the equipment delivered, and the publications and communication tools produced, including roll-ups, notepads, and a brochure, as well as a final publication as described in the final report, featured the Italian Cooperation logos and the required legal notices, all of which were verified during the monitoring missions. However, despite the clarity of the objectives and initial structure, several limitations hampered the full effectiveness of the communication: despite good visibility in the areas of intervention, communication failed to generate significant national resonance, nor to reach policymakers or major media outlets beyond the local level. Furthermore, the Facebook page, although active between mid-2021 and mid-2023, was no longer updated after the project's closure, confirming an event-based rather than continuous dissemination strategy. Therefore, communication did not allow for the establishment of a genuine channel for community engagement.

Additionally, five video documentaries were produced and sent to the CFPP in Zarzis (see section 5.1.3 Effectiveness), but their distribution remains limited to the educational community. No indicators assess their consultation rate or pedagogical use.

6. Conclusions, best practices, and lessons learned

6.1 Conclusions

Relevance

The NEMO Kantara project demonstrated good relevance to national priorities, building on the experience gained during the NEMO I and II projects. It addressed clearly identified needs, particularly in terms of governance, infrastructure, community development, and the economic inclusion of vulnerable women and youth. The sectoral institutional framework deployed (DGPA, INSTM, CRDA, AVFA, APIP) and the training and technical support tools generally ensured the intervention's coherence.

However, during the planning phase, the consultation remained focused on the national level, with incomplete local and community involvement. Furthermore, several public and private stakeholders essential to diversification were not sufficiently mobilized.

In the Logical Framework, which is incomplete, the project's key outputs (Op1.2, Op1.3) include heterogeneous objectives and means, and a limited breakdown by type of action.

The indicators are predominantly process-oriented, without target values or disaggregation by gender or area, which limits the analysis of the results achieved. Furthermore, despite cross-cutting gender inclusion, the lack of dedicated tools or strategies has limited its transformative impact. No action aimed at the inclusion of persons with disabilities has been observed.

Finally, the closure of clam harvesting areas, although identified from the outset as a major environmental constraint, appears to have been underestimated, despite affecting a key area of expertise for CIHEAM and its Tunisian partner.

Coherence

The project is aligned with national priorities, such as the 2016-2020 (and 2023-2025) Development Plans, as well as sectoral strategies for the blue economy, coastal management, and biodiversity. It is also consistent with Tunisia's international commitments, particularly the Sustainable Development Goals (SDGs) and the EU Green Deal.

The project developed a map of ongoing external initiatives. However, no updates were made, nor was a formal coordination framework established, despite the sector being characterized by a high density of interventions supported simultaneously by multiple donors (AICS, the EU, third countries, UN agencies, and other technical and financial partners), with little coordination.

In the absence of a structured consultation mechanism, the risk of fragmentation of efforts could prevail over the opportunities for complementarity and synergy, both at the sectoral and territorial levels.

Effectiveness

The analysis reveals an overall dynamic but heterogeneous implementation.

Most of the 35 planned actions have been completed, some after adjustments. The components related to strengthening professional organizations (Op1.1) and improving/diversifying income (Op1.3) have produced satisfactory results. However, several stakeholders have noted a gradual shift from the initial objective, focused on the fisheries sector and improving production, to a more widespread approach of economic diversification, which has led to a partial loss of the project's identity and less strategic coherence.

The components relating to infrastructure and equipment (Op1.2) and land-use planning (Op2.4) had more limited effects during implementation. The late implementation of a substantial portion of the activities limited the possibilities for post-delivery support of infrastructure and equipment. However, the impact of the infrastructure implemented, although delayed, is considered high and sustainable by beneficiaries.

The project's effectiveness in the CFPPs has not been directly measured, but feedback indicates an improvement in the skills of trainers and young people.

Finally, the lack of results-oriented monitoring and an activity-focused approach limited the ability to measure overall effectiveness in real time, especially since the mid-term evaluation was conducted solely by compiling best practices in the interim report. However, the project demonstrated a genuine ability to adapt to evolving needs and contextual constraints.

Efficiency

Despite a notable ability to adapt to constraints, particularly post-COVID, the project's efficiency appears limited.

Some actions were modified for strategic reasons or cancelled, while others, influenced by the pandemic, led to budget reallocations.

The team's slow start and late launch led to a high concentration of expenses over the last 19 months, with 63% of the budget consumed during this period. The budget structure proved to be poorly tailored: 31% of activities were grouped into underfunded deliverables, accounting for less than 7% of the budget. Low-detailed budget lines, such as that for activity 3.2.4 (€968,930, or 81% of Op1.3), were difficult to understand and account for.

High management costs (38%), weaknesses in reporting, including a first report submitted after 25 months of implementation, as well as the late submission of the Non-Onerous Variant, also weighed on overall efficiency and revealed limited budget management capacity.

Sustainability

The sustainability of the NEMO Kantara project can be described as partial and differentiated depending on its components.

- At the institutional level, some outputs have been integrated into existing systems (INSTM, AVFA), demonstrating a certain degree of ownership. However, other components (such as the fishing museum or some technical equipment) suffer from a lack of clear leadership and interinstitutional coordination, which limits their sustainability.

- Economically, collective projects in the fisheries, agriculture, and waste management sectors are showing signs of viability, strengthened by real demand and the use of investment funds deemed effective. This reflects an encouraging local dynamic, but one that remains fragile without long-term structural support.

- In terms of infrastructure, the main facilities are operational, with a planned maintenance mechanism, but the ambiguity of responsibilities and the lack of regular certification for some equipment pose a risk to their technical sustainability.
- Sociocultural sustainability is generally ensured, but remains poorly formalized in a clear transition strategy.

In the absence of a comprehensive, anticipated, and structured exit strategy, overall sustainability remains heterogeneous, dependent on local dynamics, and vulnerable to disruption in the absence of clearly identified institutional or financial support.

Impact

The project's immediate impact is positive, but limited in scope **and insufficiently demonstrated** due to the lack of robust evaluation mechanisms geared towards long-term transformations.

- At **the local level,** the project has produced tangible improvements: improved working conditions in ports, the creation of producer organizations, support for entrepreneurship, and the active involvement of women in some income-generating activities. These advances demonstrate positive community engagement and stakeholder engagement.
- **Collective projects,** particularly those related to the cold chain or recycling, demonstrate the potential for local transformation. However, individual initiatives have remained fragile, often halted due to a lack of structured support and connections with local sectoral mechanisms.
- At a **more structural level,** several factors have hindered sustainable impact: lack of institutional capitalization, lack of a cross-cutting gender strategy, poor scientific and technical coordination, and a lack of indicators to measure the overall objective.
- Finally, the **lack of a strategic framework** focusing on community resilience, despite it being at the heart of the overall objective, prevented a clear demonstration that the project had contributed to profound change or lasting improvement in the living conditions of the communities.

Communication and visibility

Kantara project's communications strategy formalized visibility actions structured around a multi-channel plan, with notable results at the local level, particularly in the areas of intervention. Donor visibility obligations were met, and several tools were produced and disseminated.

However, the impact of communication remains limited at the national level. Furthermore, the lack of follow-up on the tools produced (educational videos) and insufficient awareness among decision-makers and the national media have reduced the strategic reach of communication.

Furthermore, the lack of monitoring of the tools produced (educational videos) and the insufficient dissemination among decision makers and national media have reduced the strategic scope of the communication.

6.2 Best practices and lessons learned

6.2.1 Best practices

Methodological approach adopted

The identification of best practices and lessons learned was based on a triangulation of sources drawn from the final evaluation report, the CIHEAM Bari interim report, and interviews conducted by the evaluation team.

The best practices were selected based on three criteria: i) their structuring and reproducibility, ii) their contribution to methodological innovation, and iii) their transferability to other projects or contexts.

The lessons learned, for their part, provide critical insights that can guide future interventions, particularly in terms of design, management, and implementation. Since Interim Report No. 1 already included a preliminary exercise to identify best practices, this selection aims to consolidate and narrow down the most relevant elements.

The evaluation identified the **following key best practices:**

a. **Coherence between planning and implementation as a factor of credibility and appreciation**. The project, in line with the planning documents, delivered visible and tangible interventions, particularly in terms of infrastructure. This alignment between commitments made and results achieved was recognized by public actors as a hallmark of reliability, strengthening the project's perceived usefulness and legitimacy among the stakeholders involved.

b. **The PRA methodology as a strategic tool for territorial diagnosis and planning.** Developed in a structured manner and implemented in collaboration with local stakeholders, the PRA implemented under Op1.1 has established itself as a key methodological tool. Its adoption by the UTSS in other regions and sectors (agriculture, crafts) confirms its transferability and value as a tool for prioritization, dialogue, and integrated territorial planning.

c. **Local integration by community facilitators.** The use of field facilitators fostered inclusive and gender-sensitive mediation in the support processes. This approach strengthened both community awareness and the legitimacy of entrepreneurship support initiatives, particularly for women and vulnerable groups.

d. **Structuring collective projects around shared infrastructures.** Collective projects based on functional infrastructure (ice production units, recycling, and pots) have demonstrated greater institutional, economic, and social sustainability. Their structure promotes community ownership, scale effects, and the resilience of local economic models.

e. **Scientific valorisation of the results obtained through ISO 17025 certification.** INSTM was able to transform its technical support for the project into a major institutional breakthrough by obtaining ISO 17025 certification for marine biotoxin analysis. This capitalization demonstrates the ability of a national player to integrate its findings into a regulatory framework and reduce external dependencies, particularly in the export sector.

f. **Post-project use of beneficiary databases and PRAs to guide access to other mechanisms.** The reuse of data collected within the project, particularly by UTSS and

ENDA, has allowed beneficiaries to be directed to other opportunities (the TRACE project, CSR funds, microcredits, etc.). This ongoing use of data illustrates a best practice of active capitalization, which promotes economic inclusion and sustainable results.

g. **Pragmatic and integrated interinstitutional coordination.** The concerted mobilization of CRDA, AVFA, GDAP, UTSS, and other local stakeholders ensured the territorial coherence of actions, avoiding overlaps and promoting synergies around shared tools (databases, diagnostics, infrastructure). This coordination, while contextual, represents a practice that can be adapted to multi-stakeholder contexts.

h. **Scheduled maintenance of local infrastructure.** Local institutions have planned and are implementing a ten-year maintenance plan for the docks, thanks to a total allocation of €60,000 within the project, thus ensuring the long-term functionality of the completed works. At the same time, the equipment supplied to the Houmt Souk market is regularly maintained by APIP, which has assumed the costs, providing a concrete example of institutional ownership and post-project sustainability.

6.2.2 Lessons learned

Furthermore, the team documented the main lessons learned, which reflect the knowledge gained during the project implementation, namely:

a. **Define a project entry and exit strategy right from the design stage-** The lack of a clear exit strategy has limited the sustainability of some results. It is essential to integrate a post-project transition plan from the outset, including institutional handover, equipment maintenance, partner onboarding, and impact monitoring.

b. **Avoid purchasing equipment at the end of the project to ensure effective support.** The decision to acquire a significant portion of the equipment in the final months of the project prevented adequate technical and organizational monitoring. An early delivery of the infrastructure and equipment by at least a year would have allowed for system testing, fault correction, capacity building, and effective local ownership.

c. **Plan a consolidation phase.** The implementation model did not include a specific period for capitalization, institutional transition, and strengthening the already established momentum. A final year dedicated to consolidation (rather than new results) would have strengthened the sustainability of the impact.

d. **Develop a clear results chain (logical framework) with strategic indicators at all levels.** The lack of a comprehensive results chain and specific targeted strategic indicators (in addition to operational monitoring) limited the capacity for cross-functional analysis. It is essential to integrate a solid logical framework from the formulation stage, ensuring regular updates and alignment with project objectives.

e. **Strengthen the link between economic interventions and post-creation support mechanisms.** Several supported economic projects (especially individual ones) have shown fragile viability due to the lack of structured support. It is essential to combine economic assistance with a sustainable technical and entrepreneurial assistance system, rooted in the existing ecosystem, in collaboration with local public and private stakeholders.

f. **Anchor participatory tools in local systems from the earliest stages.** Although highly valued, participatory methods (such as community evaluation) have not always been

institutionalized. Their effective adoption requires gradual methodological transfer, ongoing training, and their inclusion in the procedures of relevant public bodies.

7. Recommendations

The following recommendations are based on an interdisciplinary analysis of the results of the NEMO Kantara project. They go beyond simply addressing the observed limitations and aim to strengthen the strategic, operational, and institutional quality of future interventions, particularly in multi-stakeholder coastal contexts.

Recommendations are functional not only for capitalizing on the achievements of the Nemo Kantara project cycle but also to guide the implementation of the new NEMO HOUT project, currently in the start-up phase.

7.1 General recommendations

- **Clearly define the sustainable coastal development framework from the outset of the project.** Co-build, from the early stages of the project, a shared vision of sustainable coastal development with all stakeholders (public institutions, local authorities, economic, scientific, and community actors). This concerted definition of components and priorities will ensure ongoing strategic alignment, facilitate cross-sectoral synergies, and anchor the project's actions in a coherent and sustainable trajectory at the territorial level.
- **Focus on results, not on the accumulation of tasks.** Place results at the centre of the intervention strategy, considering actions and results as tools for change.
- **Anchor interventions in a logic of contribution to sectoral policies.** Systematically transmit lessons learned and insights from the field to institutional levels to continuously inform public policies and sector strategies.
- **Adapt the scope and pace of the project to its complexity.** To avoid overload at the end of the project, it is essential to limit the number of highly operational activities or, failing that, plan for a duration longer than 36 months.
- **Capitalize on lessons learned from previous projects and stakeholders.** Establish a structured process to capitalize on lessons learned and best practices from similar projects, as well as feedback from local, technical, and institutional stakeholders, before launching new initiatives.
- **Aligning vocational training with local value chains and employment dynamics.** It is recommended to strengthen employment integration as a lever for resilience in coastal communities, as has been done for promoting entrepreneurship, fully integrating it into future interventions. To this end, market studies on fisheries value chains will help guide appropriate training offerings, with a more prominent role for CFPPs, conditioned by the modernization and digitalization of their equipment. Strengthening applied research can also contribute to this objective.

7.2 Specific recommendations related to the conclusions

The recommendations have been divided into strategic and operational recommendations. They provide benchmarks for consolidating strategic management, improving operations, strengthening interinstitutional coordination, and fostering even more sustainable local integration.

For future projects, the following should be considered:

A. Relevance

Strategic Recommendations

- **Broaden consultation** to include local stakeholders and end beneficiaries from the formulation stage;
- **Mobilize public and private institutions** involved in economic diversification (employment, innovation, investment, entrepreneurship)—such as ANETI, APIA, APII, and specialized CSOs;
- **Integrate a transformative gender approach into the Logical Framework** itself, through appropriate tools, as well as a focus on the inclusion of people with disabilities.
- Develop a specific technical strategy to address structural environmental constraints, when present in the design.

Operational Recommendation

- **Develop a comprehensive logical framework,** covering all levels, with consistent indicators, including target values and baselines, and disaggregated by gender, area, and specific vulnerabilities.

B. Coherence

Strategic Recommendations

- **Establish a thematic sectoral coordination table,** bringing together technical and financial partners, Tunisian sectoral authorities, and other stakeholders.
- **Establish a structured mechanism for sharing knowledge, data, and results produced by the various projects,** while respecting the principles of confidentiality and protection of sensitive data.

Operational Recommendation

- **Update the mapping regularly of external interventions** in the sector concerned, in order to strengthen synergies and complementarities between sectoral initiatives.

C. Effectiveness

Strategic Recommendation

- **Plan and implement intermediate and final evaluations conducted by external experts. Integrate a monitoring and evaluation system oriented towards results and impact**, in addition to the monitoring of activities.

Operational Recommendations

- Include a **specific monitoring system for actions carried out in the education sector,** if the project provides for it, including indicators that allow the evaluation of the skills acquired.
- **Plan a realistic implementation timeline**, in order to ensure adequate post-delivery follow-up of outputs during project implementation.

D. Efficiency

Operational Recommendations

- **Plan an accelerated operational launch,** ensuring the mobilisation of the teams involved from the beginning.
- **Adapt the budget structure to the complexity of the project** by breaking down significant budget lines in more detail and by type of expense.
- **Allocate resources more evenly** based on the actual costs of activities, avoiding overloading underfunded components or, failing that, reducing or adjusting energy-intensive but underfunded activities.
- **Implement a more regular and proactive financial (and narrative) reporting, anticipating its submission to the VNOs,** as soon as delays in execution are noticed.

E. Sustainability

Strategic Recommendations

- **Define and formalize the institutional framework for the management of delivered equipment,** particularly among public laboratories (INSTM, IRVT, CTA).
- **Establish an interinstitutional coordination body,** bringing together stakeholders involved in the management of coastal infrastructure (APIP, APAL, MEHAT), including GIPPs.
- **Develop an exit strategy right from the planning stage,** differentiated by output and/or type of intervention.

Operational Recommendation

- **Plan the delivery of equipment far enough in advance to allow for monitoring for at least one year after installation,** integrating the costs of maintenance, user training, and post-delivery technical support into the planning phase.

F. Impact

Strategic Recommendations

- **Formalize knowledge and practice transfer mechanisms** with project stakeholders to systematically capitalize on results, best practices, and lessons learned from previous projects when launching new, related projects.
- **Strengthen sectoral value chains** for the sustainable management of coastal resources through targeted strategies.
- **Integrate diversification projects into broader complementary and synergistic networks and multi-actor territorial ecosystems of technical support**, local economic networks and institutional and private partners (MEFP, ANETI, APIA, etc.).
- **Promote coordination between research institutions and specialized technical centres** in the fisheries sector.

G. Communication and visibility

Strategic Recommendation

- **Develop a structured and scalable communications strategy from the start**, operating at the local and national level, using up-to-date interactive channels and delivering targeted messages to diverse audiences, updating it periodically and incorporating appropriate performance indicators.

Annexes

Annex 1: Terms of references

Ministero degli Affari Esteri
e della Cooperazione Internazionale

MINISTERO DEGLI AFFARI ESTERI E DELLA COOPERAZIONE INTERNAZIONALE

DIREZIONE GENERALE PER LA COOPERAZIONE ALLO SVILUPPO

Ufficio III

Sezione Valutazione

TERMINI DI RIFERIMENTO

PER LA VALUTAZIONE INDIPENDENTE DELL'INIZIATIVA

"Stabilizzazione e sviluppo socio economico nelle regioni costiere tunisine - Nemo Kantara"

TUNISIA

Valutazione d'impatto

ECODEV

HEART

AID 11815

Pag. 1

1. Oggetto della valutazione

1.a. Contesto

Dopo l'indipendenza nel 1956, la Tunisia ha attraversato una fase di profonda modernizzazione, tanto da essere considerata a lungo un modello di successo economico. Tuttavia, negli ultimi decenni, il Paese sta attraversando una crisi socioeconomica e finanziaria che colpisce maggiormente i giovani, le donne e il settore primario, soprattutto nel sud del Paese, dove i tassi di disoccupazione sono più alti della media[1].

L'agricoltura e la pesca sono componenti essenziali dell'economia tunisina. Questi due settori contribuiscono, infatti, a circa il 10% del prodotto interno lordo (PIL) del Paese e rappresentano circa l'11% delle esportazioni totali, e sono sempre stati un'importante fonte di reddito e di occupazione per molte famiglie, in particolare nelle comunità rurali e costiere del sud del Paese. Tuttavia, le pratiche tradizionali di pesca e agricoltura non garantiscono più uno standard di vita accettabile e si registrano numerosi casi di abbandono professionale dell'attività di pesca, ai quali a volte corrispondono un aumento nei traffici illeciti di persone e merci.

Dal punto di vista ambientale e sociale, il settore garantisce un equilibrio che consente sia la stabilizzazione della popolazione che la conservazione e lo sviluppo delle risorse naturali. La sostenibilità di questo settore è strettamente legata alla resilienza dei suoi operatori di fronte alle varie sfide, soprattutto climatiche ed economiche. L'orientamento della Tunisia verso un nuovo modello di sviluppo che tenga conto delle questioni economiche, territoriali, sociali e climatiche si riflette chiaramente nella strategia nazionale per la transizione ecologica, per la promozione delle organizzazioni professionali e alla loro integrazione in catene del valore sostenibili e inclusive.

In questo quadro, la Cooperazione italiana nel Paese ha sempre sostenuto il comparto agricolo e della pesca attraverso varie iniziative e strumenti, e tale sostegno è stato confermato nel Memorandum d'Intesa 2021-2023 in materia di cooperazione (firmato a giugno 2021 ed entrato in vigore a febbraio 2022), che ha previsto un'importante dotazione finanziaria che mira a sostenere anche il settore della pesca con la visione generale di contribuire allo sviluppo socio-economico sostenibile, equo e partecipativo, in particolare nelle regioni e aree ad elevato potenziale migratorio, contribuendo al contempo a proteggere l'ambiente, conservare la biodiversità, preservare e sviluppare le risorse marine creando sinergie con altri settori dell'economia locale (green e blue economy). In questo quadro, il Comitato Congiunto per la Cooperazione allo Sviluppo di dicembre 2024 ha deliberato l'iniziativa intitolata "Appoggio alla modernizzazione dei porti di pesca e alla formazione professionale nell'economia blu", del valore di 27,5 milioni di euro (dei quali 25 a credito d'aiuto e 2,5 a dono).

L'iniziativa in valutazione si colloca nell'ambito del Memorandum d'Intesa per la Cooperazione allo Sviluppo 2017-2020 firmato dal Governo della Repubblica Italiana e il Governo della Repubblica Tunisina nel febbraio 2017 ed entrato in vigore a ottobre 2017. Essa s'inserisce, inoltre, nel solco dei progetti "Cross-Border Rural Coastal Communities Development in Libya and Neighbouring Countries - NEMO" e "Dévelopment durable des communautés cotières de Médenine – NEMO II" precedentemente realizzati dalla Cooperazione Italiana allo Sviluppo con il supporto del CIHEAM in Libia ed in Tunisia per il rafforzamento delle filiere produttive costiere.

[1] Institut National de la Statistique, 2023

L'iniziativa in parola mira al rafforzamento della resilienza delle comunità costiere tunisine attraverso il sostegno alle filiere produttive, in particolare quelle della pesca, per generare impiego, migliorare i redditi e dunque offrire migliori condizioni di vita della popolazione e maggiore stabilità per il Paese.

L'iniziativa si articola nei seguenti assi d'intervento:

- Rafforzamento della produttività delle organizzazioni di pescatori attraverso formazione, creazione/riabilitazione d'infrastrutture di base, facilitazione per l'accesso al credito;
- Rafforzamento delle scuole professionali della pesca di Gabes e Médenine;
- Elaborazione di Piani di Sviluppo Locali (Master Plan) per i poli di Médenine, Gabes, Nabeul, Sfax, Bizerte, al fine di rafforzare le capacità di pianificazione dello sviluppo costiero delle autorità competenti e con una condivisione e attiva partecipazione delle comunità costiere.

Il progetto, approvato nel marzo 2019 con Delibera n. 29 alla II riunione del Comitato Congiunto della Direzione Generale per la Cooperazione allo Sviluppo del MAECI, ha previsto un finanziamento per un importo di 5 milioni di euro (a dono), a favore di CIHEAM BARI, ente esecutore. L'iniziativa è stata disciplinata da un'Intesa tra DGCS e CIHEAM stipulata a giugno 2019.

L'allegata scheda descrittiva contiene le informazioni relative al documento previsionale. Il documento di progetto relativo all'iniziativa da valutare è allegato, invece, alla comunicazione con cui viene inviata la Lettera d'Invito. Inoltre, nella fase di Desk Analysis descritta nelle disposizioni gestionali e piano di lavoro, verrà fornita ulteriore documentazione dopo la comunicazione ufficiale di avvio ai lavori.

1.b. Utilità della valutazione

L'obiettivo è di valutare i risultati raggiunti dall'iniziativa e, soprattutto, il suo impatto sia al fine di garantire trasparenza e *accountability* (finalità particolarmente importante visto l'ammontare del finanziamento) che per avere indicazioni utili per orientare le future strategie di cooperazione allo sviluppo e la programmazione, nonché per migliorare la qualità degli interventi.

La valutazione ex-post condotta da AICS sulle due iniziative precedentemente realizzate (Cross-border Rural Coastal Communities Development in Lybia and Neighbouring Countries" e "Développement durable des communautés côtières de Médenine) ha analizzato l'efficacia dell'iniziativa, i risultati di breve periodo e ha segnalato i fattori di successo e le procedure suscettibili di miglioramento.

La valutazione d'impatto, che avviene a due anni dalla conclusione dell'iniziativa, tenendo conto dell'utilità attesa è finalizzata a:

- valutare l'impatto dell'iniziativa sul sistema delle cooperative, delle associazioni produttive de pescatori/pescatrici (GDAP) dei governatorati di Gabes e Médenine;

- valutare l'impatto del rafforzamento delle scuole professionali della pesca di Gabes e Médenine sulla filiera della pesca, sul livello di impiego e di reddito dei soggetti formati con particolare riguardo a donne e soggetti giovani e sulle condizioni di vita di quest'ultimi e delle loro famiglie;

- valutare l'impatto che il rafforzamento della produttività delle organizzazioni di pescatori, attraverso la formazione, il miglioramento d'infrastrutture di base e la facilitazione di accesso

al credito ha avuto sulla qualità dei prodotti ittici, sulla competitività del sistema produttivo e sulle esportazioni.

- verificare se permangano i fattori di successo già evidenziati in sede di valutazione ex-post delle due precedenti iniziative realizzate dalla Cooperazione Italiana allo Sviluppo con il supporto del CIHEAM e se sono stati recepiti, nell'implementazione di questa iniziativa, i suggerimenti per affrontare le criticità rilevate.

- fornire indicazioni per l'attuazione di successive iniziative relative allo stesso settore e, più in generale, valutare l'impatto dell'iniziativa relativamente alla filiera della pesca per valutare l'eventuale replicabilità, anche con eventuali modifiche, in altri Paesi partner che hanno le stesse caratteristiche economiche/geografiche e sociali.

1.c. Obiettivi generali

La valutazione dovrà esprimere un giudizio generale, adeguatamente motivato, sulla rilevanza degli obiettivi dell'iniziativa in relazione alle esigenze locali prioritarie nonché alla coerenza con le altre iniziative della Cooperazione italiana e degli altri donatori.

In base ai risultati raggiunti, tenendo conto anche degli indicatori elencati nel quadro logico, si valuterà l'impatto e l'efficacia dell'intervento, l'efficienza nell'utilizzo delle risorse a disposizione e la sostenibilità dei benefici conseguiti.

Al di là dei risultati immediati, si dovrà cercare di valutare soprattutto l'impatto dell'iniziativa e descrivere quali cambiamenti essa abbia contribuito a determinare, o si possa ipotizzare che contribuirà a determinare, in via diretta o indirettamente, nell'ambito del contesto sociale, economico e ambientale nonché in relazione al raggiungimento degli obiettivi indicati nella scheda descrittiva allegata ed in relazione agli altri indicatori di sviluppo.

Si dovranno evidenziare gli effetti, anche solo potenziali, su benessere collettivo, diritti umani, eguaglianza di genere e ambiente e sottolineare il contributo ad eventuali cambiamenti di carattere strutturale e duraturo in sistemi o norme. Si dovrà analizzare in che misura e secondo quali meccanismi l'intervento abbia contribuito ai cambiamenti riscontrati come pure l'influenza di fattori esterni quali il contesto politico e le condizioni economiche e finanziarie.

La valutazione esaminerà anche il grado di logicità e coerenza del disegno del progetto e ne valuterà la validità complessiva.

Le conclusioni della valutazione saranno basate su risultati oggettivi, credibili, affidabili e validi, tali da permettere alla DGCS di elaborare misure di *management response*. Il rapporto finale di valutazione dovrà inoltre evidenziare le eventuali lezioni apprese, buone pratiche e storie di successo nonché fornire raccomandazioni utili per la realizzazione di futuri progetti simili, facendo particolare riferimento all'iniziativa "Nemo Hout. Rafforzamento della filiera della pesca nelle comunità costiere dei Governatorati di Nabeul, Sfax e Médenine", approvata con delibera del Comitato Congiunto 05/2025 in data 13/02/2025. Sempre sulla base di quanto emerso dalla valutazione, potranno essere fornite raccomandazioni di carattere generale per migliorare la programmazione e la gestione degli interventi di cooperazione.

Attraverso le raccomandazioni e le lezioni apprese, la valutazione darà infatti notizie utili atte a indirizzare al meglio i futuri finanziamenti di settore, a migliorare la programmazione dell'aiuto pubblico allo sviluppo e la gestione degli interventi programmati, dalla fase di progettazione alla realizzazione, includendo l'attività di monitoraggio e valutazione.

La diffusione dei risultati della Valutazione permetterà inoltre di rendere conto al Parlamento circa l'utilizzo dei fondi stanziati per l'Aiuto Pubblico allo Sviluppo e all'opinione pubblica italiana circa la validità dell'allocazione delle risorse governative disponibili in attività di cooperazione. I risultati della valutazione e le esperienze acquisite saranno condivise con le principali Agenzie di cooperazione e con i partner locali. La valutazione favorirà anche la *mutual accountabilty* tra partner in relazione ai reciproci impegni.

Infine, mediante il coinvolgimento dei Paesi partner in ogni fase del suo svolgimento, la valutazione contribuirà al rafforzamento della loro capacità in materia di valutazione.

Il team di valutazione potrà suggerire e includere altri aspetti che siano congrui con lo scopo della valutazione.

2. Metodologia della valutazione

2.a. Principi generali e approccio

- La valutazione deve essere in linea con i più elevati standard internazionali di riferimento e tiene conto delle rilevanti linee guida della cooperazione italiana.

Le valutazioni realizzate dalla DGCS si basano sui seguenti principi: utilità, credibilità, indipendenza, imparzialità, trasparenza, eticità, professionalità, diritti umani, parità di genere e sul principio del leave no-one behind.

La valutazione deve essere condotta con i più elevati standard di integrità e rispetto delle regole civili, degli usi e costumi, dei diritti umani e dell'uguaglianza di genere e del principio del "non nuocere". A questo riguardo, si raccomanda di non inserire nei rapporti, che saranno oggetto di pubblicazione, nominativi individuali degli attori locali (beneficiari, persone intervistate a qualunque titolo, etc.), foto che ritraggono singoli individui identificabili né altre informazioni da considerare sensibili nel contesto della specifica valutazione (es.: partner attuatori facilmente identificabili). Ciò al fine di tenere conto dei rischi derivanti dal contesto di sicurezza in cui si inserisce la valutazione. La presenza di foto dovrà essere presa in considerazione con la massima attenzione alla protezione ed alla dignità della persona.

Le tematiche trasversali (tra cui diritti umani genere, ambiente) dovranno avere la dovuta considerazione ed i risultati della valutazione in questi ambiti dovranno essere adeguatamente evidenziati con una modalità trasversale.

- Per valutare quanto gli interventi abbiano inciso sulla capacità di concedere i diritti umani e di pretenderne il godimento, si utilizzerà lo *Human Rights Based Approach.*

Più in generale, il team di valutazione userà un *Results Based Approach* che comprenderà l'analisi di varie fonti informative e di dati derivanti da documentazione di progetto, relazioni di monitoraggio, interviste con le controparti governative, con lo staff del progetto, con i beneficiari diretti, sia a livello individuale sia aggregati in *focus group*.

A questo scopo, il team di valutazione intraprenderà una missione in Tunisia.

Il processo di valutazione dovrà essere focalizzato sull'utilità attesa della valutazione.

- Il team di valutazione dovrà adottare metodologie sia qualitative che quantitative in modo tale da poter triangolare i risultati ottenuti con l'utilizzo di ciascuna di esse. Nella scelta delle metodologie da utilizzare, il team di valutazione dovrà tenere conto degli obiettivi che la valutazione si propone nonché delle dimensioni e caratteristiche degli interventi.

In ogni caso, si dovrà esplicitare quali metodi si utilizzano sia per la valutazione che per la raccolta dei dati e la loro analisi, motivando la scelta e chiarendo le modalità di applicazione degli stessi.

Le metodologie utilizzate dovranno essere in accordo con tutti i principi enunciati in precedenza nei punti a e b. In particolare, la prospettiva di genere dovrà sempre essere integrata (alla luce del tipo di intervento valutato) e con modalità che dovranno essere indicate nella proposta tecnica presentata (ad esempio, la presenza nel team di personale di sesso femminile o comunque esperto in materia di genere, raccolta ed analisi dei dati in maniera disaggregata per genere etc.).

Nella fase di avvio della valutazione, i valutatori dovranno:

- elaborare la teoria del cambiamento, compatibilmente con le modalità di impostazione progettuale degli interventi;
- proporre le principali domande di valutazione e le domande supplementari, in maniera puntuale e tenendo conto delle caratteristiche specifiche degli interventi;
- elaborare la matrice di valutazione, che, per ciascuna delle domande di valutazione e domande supplementari che si è deciso di prendere in considerazione, indichi le tecniche che si intendono utilizzare per la raccolta dei dati e fornisca altre informazioni quali i metodi di misura, eventuali indicatori, la presenza o meno di *baseline* e quanto altro opportuno in base alle esigenze della valutazione;
- stabilire le modalità di partecipazione degli stakeholder alla valutazione con particolare attenzione ai beneficiari e ai gruppi più vulnerabili.

2.b. Qualità

Il team di valutazione userà diversi metodi (inclusa la triangolazione) al fine di assicurare che i dati rilevati siano validi.

La valutazione dovrà conformarsi ai *Quality Standards for Development Evaluation* dell'OCSE/DAC.[2]

2.c. Criteri

I criteri di valutazione, citati in precedenza, sono quelli definiti in ambito OCSE-DAC, assieme ai principi base per il loro utilizzo. Nel rimandare alle fonti OCSE-DAC per maggiori dettagli[3], di seguito si evidenziano i principali aspetti di ciascun criterio:

[2] https://www.oecd.org/en/publications/dac-quality-standards-for-development-evaluation_9789264083905-en.html

[3] Per le definizioni dei Criteri OCSE si rinvia al seguente link https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html

- **Impatto:** Si analizzeranno gli effetti significativi dell'intervento, positivi e negativi, previsti o imprevisti o prevedibili, in un ambito più ampio ed in un lasso di tempo più lungo rispetto ai risultati diretti ed immediati. Nel valutare l'impatto si considereranno quindi gli effetti in ambito sociale, economico ed ambientale nonché relativi alle tematiche più importanti: benessere delle comunità, diritti umani, uguaglianza di genere etc.
- **Rilevanza**: Il team di valutazione dovrà verificare in che misura l'obiettivo ed il disegno dell'iniziativa rispondano (e continuino a rispondere in presenza di mutate circostanze) ai bisogni, le politiche e le priorità dei beneficiari globali, del Paese e delle istituzioni del partner.
- **Coerenza**: Si verificherà la compatibilità dell'intervento con altri interventi nel settore, all'interno dello stesso Paese, sia da parte della cooperazione italiana che da parte di altri Paesi.
- **Efficacia:** La valutazione misurerà il grado e l'entità in cui gli obiettivi dell'iniziativa, intesi in termini di risultati diretti ed immediati, siano stati raggiunti o si prevede lo saranno, con attenzione ai diversi risultati all'interno dei vari gruppi di beneficiari.
- **Efficienza:** La valutazione analizzerà se l'utilizzo delle risorse sia stato ottimale, o si prevede lo sarà, per il conseguimento dei risultati del progetto sia in termini economici che di tempistica ed efficienza gestionale.
- **Sostenibilità:** Si valuterà la potenziale continuità nel medio e nel lungo termine dei benefici dell'iniziativa, sia di quelli già prodottisi che di quelli che potranno derivarne in futuro.

2.d. Quesiti valutativi

I quesiti valutativi dovranno essere formulati soprattutto in funzione dell'utilità e degli obiettivi della valutazione. Anche l'interpretazione specifica dei criteri OCSE-DAC, nonché di eventuali criteri aggiuntivi, dipenderà da cosa la valutazione mira ad evidenziare e dall'utilizzo che della valutazione stessa si intende fare. Le domande sull'efficacia e sull'impatto dovranno basarsi sul livello degli *outcome* e degli impatti specifici generati, anziché su specifici output e sull'impatto globale, difficilmente quantificabile.
Per meglio valutare l'impatto, una parte dei quesiti dovranno essere del tipo causa-effetto. Alcune domande dovranno essere indirizzate a tematiche trasversali (povertà, diritti umani, questioni di genere o ambientali etc.).

In ogni caso, i quesiti (principali e supplementari) dovranno essere formulati quanto più possibile in maniera dettagliata, facendo riferimento alle specifiche caratteristiche degli interventi, in forma chiara e con un taglio operativo che tenga anche conto della concreta possibilità di darvi una risposta.

2.e. Coinvolgimento degli stakeholder

I metodi utilizzati dovranno essere il più partecipativi possibile, prevedendo in tutte le fasi il coinvolgimento dei destinatari "istituzionali" della valutazione, del Paese partner, dell'ente esecutore, dei beneficiari degli interventi ed in generale di tutti i principali stakeholder.

Il team di valutazione dovrà coinvolgere gli stakeholder locali nella realizzazione della valutazione realizzando attività formative di *capacity building* volte a migliorare la capacità valutative del Partner.

Inoltre, al termine della visita sul campo, le informazioni utili alla valutazione raccolte saranno condivise dal team con gli stakeholder locali.

I principali stakeholder locali includono:

- Ministero dell'Agricoltura, delle Risorse Idriche e della Pesca Marittima tunisino (MARHP)

- Direzione Generale Pesca e Acquacultura (DGPAq)
- Ministero dell'Economia e della Pianificazione tunisino (MEP)
- I Governatorati e le istituzioni locali coinvolte (CRDA, APIP, AVFA, ecc)
- Associazioni produttive dei pescatori/pescatrici (GDAP, GIPP, SMBSP, UTSS e UTAP)

2.f. Profilo del team di valutazione

Il servizio di valutazione dovrà essere svolto da un team di valutazione, composto da almeno 3 membri, incluso il *team leader*, il quale sarà il referente della DGCS per l'intera procedura e parteciperà alle riunioni ed ai seminari previste dal piano di lavoro.

Il *team leader* dovrà avere i seguenti requisiti minimi:

- Diploma di laurea triennale;
- Padronanza della lingua italiana, parlata e scritta;[4]
- Padronanza della lingua francese e inglese, parlata e scritta;
- Esperienza in attività di valutazione di iniziative di cooperazione allo sviluppo (almeno 3 anni);
- Esperienza in coordinamento di team multidisciplinari (almeno 1 anno).
- Conoscenza approfondita della metodologia RBM e degli strumenti e modalità di intervento della Cooperazione italiana.

Gli altri due membri obbligatori del team dovranno possedere i seguenti requisiti minimi:

- Diploma di laurea triennale;
- Padronanza della lingua francese e inglese, parlata e scritta.
- Esperienza in attività di valutazione di iniziative di cooperazione allo sviluppo (almeno 1 anno);
- Conoscenza della gestione del ciclo del progetto e dei progetti di cooperazione allo sviluppo.

Il team di valutazione dovrà inoltre disporre delle seguenti competenze, che potranno essere possedute da uno o più membri obbligatori o aggiuntivi:

- Competenze economico-finanziarie con particolare riguardo allo sviluppo del settore della pesca;
- Conoscenza del Paese e del contesto istituzionale;
- Conoscenza della lingua araba come lingua veicolare
- Competenza in interviste, ricerche documentate, raccolta e analisi dei dati;
- Competenza adeguata in tematiche trasversali;
- Ottime capacità analitiche, redazionali e di presentazione dei dati.

Il team di valutazione potrà includere esperti locali in qualità di membri del team stesso.

3. Prodotti dell'esercizio di valutazione

Si elencano di seguito gli output dell'esercizio.

[4] Per padronanza si intende qui, come in seguito, una conoscenza della lingua in questione al livello C del QCER (non sono richiesti formali attestati)

- Un **Rapporto d'Avvio in lingua italiana** (intorno alle 20 pagine), da trasmettere alla stazione appaltante entro la scadenza concordata in occasione dell'incontro di avvio della valutazione presso la DGCS (generalmente 20 giorni). Il documento dovrà includere la descrizione dell'ambito della valutazione, dei quesiti valutativi principali e supplementari, dei criteri e degli indicatori che verranno utilizzati per rispondere alle domande, delle metodologie che si intendono utilizzare per la raccolta e l'analisi dei dati e per la valutazione in generale, della definizione del ruolo e delle responsabilità di ciascun membro del team di valutazione, del piano di lavoro comprensivo del cronoprogramma delle attività e delle modalità di svolgimento delle visite sul campo.

- Un **Rapporto finale** (max 50 pagine allegati esclusi) **in lingua italiana e tradotto in inglese e francese**. Oltre che in **formato Word e Pdf (max 3Mb),** i rapporti nelle 3 lingue dovranno essere forniti, **in formato cartaceo rilegato in brossura, nella misura di 5 copie per ciascuna delle 3 lingue (15** copie **complessivamente).** La redazione e la traduzione in lingua dovranno essere di un livello qualitativo professionale. Il Rapporto dovrà inoltre contenere elementi di infografica che facilitino la lettura e diano immediata evidenza delle risultanze della valutazione. Ulteriori indicazioni in merito al formato e alla struttura del rapporto sono fornite nella relativa scheda descrittiva.

- Una **Sintesi del Rapporto Finale** (max 20 pagine), **in lingua italiana e tradotto in inglese e francese**. Oltre che in **formato Word e Pdf (max 3Mb)**, le sintesi nelle 3 lingue dovranno essere forniti **in formato cartaceo rilegato in brossura, nella misura di 5 copie per ciascuna delle 3 lingue (15 copie complessivamente).** Le copie cartacee dovranno essere dotate di copertina plastificata. La redazione e la traduzione in lingua dovranno essere di un livello qualitativo professionale. Il Rapporto dovrà inoltre contenere elementi di infografica che facilitino la lettura e diano immediata evidenza delle risultanze della valutazione. Nella versione sintetica del rapporto si dovranno necessariamente includere l'ambito e gli obiettivi della valutazione, l'approccio metodologico, le principali conclusioni e le raccomandazioni.

- **Documentazione fotografica** (in alta definizione) sull'iniziativa valutata e sul suo contesto, a sostegno delle conclusioni della valutazione, fornita su supporto informatico.

- **Due presentazioni Power Point**, rispettivamente in italiano ed in francese, per illustrare le principali risultanze della valutazione (da utilizzare anche a supporto dei seminari programmati).

- **Seminario di presentazione del rapporto finale presso il MAECI-DGCS.**

- **Seminario di presentazione del rapporto finale in loco.**

Seguono:

- **Scheda descrittiva del progetto;**
- **Disposizioni gestionali e piano di lavoro;**
- **Scheda relativa a formato e struttura del Rapporto di valutazione.**

SCHEDA DESCRITTIVA PROGETTO

TITOLO DEL PROGRAMMA	Stabilizzazione e sviluppo socio-economico delle regioni costiere Tunisine - NEMO KANTARA
LUOGO DEL PROGRAMMA	TUNISIA Zone costiere dei Governatorati di Gabes et de Médenine (Zarzis, Djerba), Bizerte (Ghar El Melh), Nabeul (Kelibia, B.Khyar, Slimen), Sfax (Kerkenah).
LINGUA DEL PROGRAMMA	Francese
DURATA EFFETTIVA	ottobre 2019 – maggio 2023
CANALE DI FINANZIAMENTO	Multi Bilaterale
TIPOLOGIA	Dono
BUDGET TOTALE	**5.000.000**
ENTE ESECUTORE	Istituto Agronomico Mediterraneo di Bari - CIHEAM

OBIETTIVI DI SVILUPPO SOSTENIBILE (SDGs)

O1 - Eliminare la povertà in tutte le sue forme e ovunque nel mondo

O5 - Raggiungere l'uguaglianza di genere ed emancipare tutte le donne e le ragazze

O8 - Promuovere una crescita economica sostenuta, condivisa e sostenibile, un'occupazione piena e produttiva e un lavoro dignitoso per tutti

O12 - Stabilire modelli di consumo e produzione sostenibili

O13 - Adottare misure urgenti per combattere il cambiamento climatico e i suoi impatti[5]

O14 - Conservare e sfruttare in modo sostenibile gli oceani, i mari e le risorse marine ai fini dello sviluppo sostenibile[6]

Contesto dell'iniziativa

L'agricoltura e la pesca sono componenti essenziali dell'economia tunisina. Questi due settori contribuiscono a circa il 10% del prodotto interno lordo (PIL) del Paese e rappresentano circa l'11% delle esportazioni totali, e sono sempre stati un'importante fonte di reddito e di occupazione per molte

[5] Questo obiettivo è stato aggiunto poiché ritenuto rilevante per la valutazione ex-post dell'iniziativa, si segnala tuttavia che non è presente nella proposta d'iniziativa iniziale.
[6] *Ibid.*

famiglie, in particolare nelle comunità rurali e costiere del sud del Paese. Dal punto di vista ambientale e sociale, il settore contribuisce alla dinamica delle regioni, garantendo un equilibrio che consente sia la stabilizzazione della popolazione che la conservazione e lo sviluppo delle risorse naturali. La sostenibilità di questo settore è strettamente legata alla resilienza dei suoi operatori di fronte alle varie sfide, soprattutto climatiche ed economiche. L'orientamento della Tunisia verso un nuovo modello di sviluppo agricolo che tenga conto delle questioni economiche, territoriali, sociali e climatiche si riflette chiaramente nelle varie strategie nazionali, come la strategia nazionale per la transizione ecologica, le strategie legate alla promozione delle organizzazioni professionali e alla loro integrazione in catene del valore sostenibili e inclusive.

L'iniziativa, approvata nel 2019, in linea con il Memorandum d'Intesa per la Cooperazione allo Sviluppo (2017-2020) firmato dal Governo italiano e il Governo tunisino a febbraio 2017, è stata implementata dall'ottobre 2019 al maggio 2023. Il progetto, è destinato a sostenere lo sviluppo nelle aree costiere tunisine aumentando la resilienza delle comunità attraverso il rafforzamento delle filiere produttive della pesca, con l'obbiettivo di aumentare in particolare il reddito delle donne e della popolazione giovanile, altrimenti costretta all'abbandono delle attività poco redditizie di pesca tradizionale e attratta da attività illecite quali il traffico di migranti (zone frontaliere con la Libia).

Obiettivo generale e specifico

Gli obiettivi specifici sono:

- Obiettivo Specifico 1: migliorare e diversificare la produzione ed il reddito degli operatori della pesca nei governatorati di Gabes e Médenine;
- Obiettivo Specifico 2: rafforzare le capacità di pianificazione costiera in 5 regioni pilota (Médenine, Gabes, Nabeul, Sfax, Bizerte).

L'obiettivo generale è il miglioramento della resilienza delle comunità costiere, attraverso la gestione integrata e sostenibile delle risorse naturali e la partecipazione allo sviluppo locale.

Finanziamento

L'iniziativa in valutazione, approvata nel marzo 2019 con Delibera n. 29 alla II riunione del Comitato Congiunto, prevede un finanziamento per un importo di 5 milioni di euro (a dono) a favore di CIHEAM BARI, suddiviso nelle tre annualità del progetto.

Descrizione strategia di intervento

L'iniziativa si inserisce in piena coerenza con le strategie di sviluppo locale del governo tunisino, in particolare con la priorità di rafforzare lo sviluppo locale/regionale potenziando il sistema di decentralizzazione. L'iniziativa è altresì coerente con la strategia dell'Unione Europea e degli Stati Membri che mira a sostenere la necessità di rafforzare i legami tra la formazione dei giovani e il mondo del lavoro. Il progetto Nemo-Kantara si concentra infatti sulle zone costiere tunisine, in particolare nella regione di Gabes e Médenine, caratterizzate da un'alta concentrazione di giovani (il 20% della popolazione ha un'età compresa fra i 20 e i 29 anni). Il progetto mira al rafforzamento della resilienza

delle comunità costiere attraverso il potenziamento delle filiere produttive della pesca. La strategia di intervento alla base dell'iniziativa si fonda sui seguenti tre elementi: i) aumentare la resilienza delle comunità costiere tunisine, in particolar modo delle famiglie degli operatori della pesca al fine di migliorare i propri redditi e formare professionalmente i loro figli; ii) migliorare la produttività attraverso l'adeguamento delle infrastrutture di base nel settore della pesca, il rafforzamento dei processi di trasformazione dei prodotti ittici, il potenziamento dei canali commerciali (nazionali/internazionali), il sostegno alle cooperative e ai gruppi produttori e il miglioramento dell'accesso al credito; iii) migliorare la qualità attraverso il rafforzamento delle scuole professionali della pesca, il miglioramento dei laboratori di analisi dei prodotti ittici, la messa in rete degli operatori della pesca e un potenziamento della formazione attraverso scambi formativi con le realtà italiane delle diverse filiere produttive.

Risultati da conseguire

I risultati attesi sono i seguenti:

1. Le organizzazioni di produttori del settore della pesca e gli attori istituzionali di Gabes e Medenine si rafforzano e interagiscono in una rete per gestire le risorse naturali in modo sostenibile.
2. La competitività degli operatori della pesca è rafforzata attraverso il miglioramento delle infrastrutture e dei servizi di base al fine di soddisfare la domanda locale e internazionale.
3. Le attività produttive diversificate/migliorate offrono nuove opportunità ai giovani e alle donne.
4. Lo sviluppo integrato e sostenibile delle aree di Medenine, Gabes, Nabeul, Sfax, Bizerte, è migliorato attraverso la fornitura di piani di sviluppo costiero al MARPH. (Masterplan) (OS 2).

Elenco dei beneficiari

I beneficiari sono circa 5.200 persone (di cui 1.200 donne) appartenenti alle cooperative, alle associazioni produttive dei pescatori/pescatrici (GDAP) tra cui, nello specifico: 2.500 pescatori individuali; 1.200 donne pescatrici di molluschi; 21 associazioni di pescatori di Gabes e Médenine (circa 1.500 aderenti); il personale del Ministero dell'Agricoltura al livello centrale (DG Pêche) e locale (CRDA, APIP, GIPP); studenti e insegnanti delle Scuole professionali della pesca (200 circa); il personale dei 5 laboratori a Tunisi e a Sfax (5 operatori); studenti e insegnanti delle scuole di Gabes e Médenine (80 beneficiari circa).

Variazioni intervenute

L'iniziativa, prevista con una durata originale di 36 mesi, è stata oggetto di una variante non onerosa (VNO) e di un'estensione temporale di 7 mesi.

DISPOSIZIONI GESTIONALI E PIANO DI LAVORO

Desk Analysis	In questa prima fase i valutatori esamineranno la documentazione riguardante il progetto. Dopo la firma del contratto la DGCS fornirà al team di valutazione ulteriore documentazione relativa all'iniziativa oggetto della valutazione. Nella riunione d'avvio, il team incontrerà i rappresentanti degli uffici della DGCS, gli esperti/funzionari dell'Agenzia ed altri stakeholder rilevanti.
Rapporto d'avvio	Il team dovrà predisporre il Rapporto d'avvio (vedi pag. 8), che sarà soggetto ad approvazione da parte della DGCS, entro la scadenza concordata in occasione dell'incontro di avvio della valutazione presso la DGCS (generalmente 20 giorni).
Visita sul campo	Coordinandosi con il MAECI, l'Ambasciata d'Italia e la Sede dell'AICS a Tunisi, il team di valutazione visiterà i luoghi dell'iniziativa, intervisterà le parti interessate, i beneficiari e raccoglierà ogni informazione utile alla valutazione. Il team di valutazione si recherà sul campo per un **periodo stimato di 15 giorni complessivi** (la durata effettiva sarà determinata dall'offerente). Il suddetto periodo dovrà essere coperto da almeno uno dei membri obbligatori. La presenza in loco del team leader, anche per un periodo circoscritto, è incentivata con l'attribuzione di relativo punteggio in sede di valutazione dell'offerta tecnica (Piano di lavoro). Al termine della visita sul campo, le informazioni utili alla valutazione raccolte saranno condivise dal team con gli stakeholder locali.
Bozza del rapporto di valutazione	Il team predisporrà la bozza del rapporto di valutazione, che dovrà essere inviata per l'approvazione da parte della DGCS.
Commenti delle parti interessate e feedback	La bozza di rapporto sarà sottoposta ai soggetti interni alla DGCS, ai rappresentanti dell'Agenzia e altri eventuali stakeholder individuati dalla DGCS per questa finalità. Commenti e feedback saranno comunicati ai valutatori invitandoli a dare i chiarimenti richiesti e fare eventuali contro-obiezioni.
Seminario presso la DGCS	La DGCS organizzerà un Seminario per la presentazione da parte del team della bozza del rapporto di valutazione, per l'acquisizione di eventuali commenti e feedback da parte dei soggetti di cui al paragrafo precedente, utili alla stesura del rapporto definitivo.
Rapporto finale e documentazione accessoria	Il team di valutazione, tenendo conto dei commenti ricevuti, definirà il rapporto finale e lo trasmetterà alla DGCS, per l'approvazione. Il rapporto può includere i commenti degli stakeholder. Al rapporto saranno allegati i ToRs, la lista completa dei quesiti valutativi con relativi indicatori e fonti e l'elenco della documentazione consultata. Assieme al rapporto dovrà essere fornito il materiale fotografico e l'ulteriore documentazione prodotta nel corso della valutazione: i questionari, i documenti specifici prodotti per gli approfondimenti di particolari tematiche o linee di intervento, le fonti informative secondarie utilizzate, le tecniche di raccolta dei dati nell'ambito di indagini ad hoc, le modalità di organizzazione ed esecuzione delle interviste, la definizione e le modalità di quantificazione delle diverse categorie di indicatori utilizzati, le procedure e le tecniche per l'analisi dei dati e per la formulazione delle risposte ai quesiti valutativi, inclusa la Matrice di Valutazione etc.
Seminario in loco	Il team di valutazione organizzerà, in coordinamento con la DGCS, e con il supporto dell'Ambasciata d'Italia e della Sede dell'AICS a Tunisi, un seminario per la presentazione alle controparti del rapporto finale di valutazione. I risultati della valutazione verranno presentati ai principali interlocutori locali: soggetti istituzionali, enti esecutori, rappresentanti dei beneficiari etc. I costi organizzativi del seminario (incluso affitto della sala, catering, eventuali rimborsi per lo spostamento dei partecipanti locali) saranno integralmente a carico dell'offerente. Le modalità organizzative di massima del seminario dovranno essere illustrate nell'offerta del concorrente e concordate in tempo utile nel dettaglio con la DGCS.

Annex 2: List of evaluation questions and their associated indicators

Guide to Conducting Meetings

Meeting No. _____ /NM/SV/SH/VS

Governorate: ☐Nabeul ☐Sfax ☐Médenine ☐Gabès ☐Tunis ☐Italy

Name of the person interviewed: _____

Institution of affiliation _____

Role: _____

Date: _____Place _____

Email/Phone Number _____

Name of the evaluator: _____

Meeting mode: ☐Online ----- ☐in person

1. Relevance

1.1 To what extent does the project take into account the processes and dynamics of the context?
- Presence of processes, dynamics, and crisis situations not considered in the project.

1.2 To what extent does the project take into account the conditions, possibilities, and opportunities of the stakeholders?
- Correspondence between assumptions regarding stakeholder involvement and their actual conditions, possibilities, and opportunities.

1.3 To what extent do the project actions contribute to the achievement of the objectives and expected results?
- Logical coherence between objectives, results, and actions.

1.4 To what extent does the project include effective monitoring and evaluation mechanisms?
- Validity and measurability of the logical framework indicators
- Presence of a monitoring and evaluation plan capable of influencing the implementation of the initiative.

1.5 To what extent was the project designed to impact human rights protection, gender dynamics, and social inclusion, as well as environmental protection processes?
- Presence of strategies and actions aimed at the protection and promotion of human rights
- Presence of strategies and actions aimed at promoting equality between women and men and eliminating the process of social exclusion based on gender
- Presence of strategies and actions aimed at social inclusion and the fight against discrimination
- Presence of strategies and actions aimed at managing environmental processes and dynamics, in connection with climate change and the energy transition

2. Coherence

2.1 To what extent does the project contribute to development plans and policies for the key stakeholders considered?
- Correspondence between the planned actions and the government, local or donor plans.
- Synergies and interdependencies between the interventions of the same institution.
- Consistency between the intervention and the international standards and criteria to which the institution adheres.

2.2 To what extent is the project consistent with those of other actors in the same context?
- Existence of complementarity, harmonization, and coordination with other actors.
- No overlaps with other projects/donors.
- Added value of the project in relation to other initiatives/policies in the same sector and territory.

3. Effectiveness

3.1 To what extent have the planned actions been implemented?
- Actions actually carried out vs. planning.

3.2 To what extent did these actions enable the achievement of the expected results?
- Logical framework, results, and product indicators.

3.3 To what extent were the actions adapted to real needs and conditions?
- Adaptation measures adopted.
- Matching planning and implementation.

3.4 What factors influenced the implementation of the activities and their results?
- Barrier factors identified by stakeholders
- Facilitating factors identified by stakeholders

4. Efficiency

4.1 Were the resources allocated adequate?
- Activities not carried out due to a lack of resources.

4.2 Was resource management effective?
- Delays related to resource availability/management.
- Commitment of unexpected resources.
- Percentage of resources actually used in relation to the budget.
- Percentage of management costs compared to the resources invested in activities.

5. Sustainability

5.1 To what extent have the actions taken generated lasting effects?
- Existence and effective implementation of a sustainability strategy
- Actions implemented to ensure the sustainability of the project's effects
- Autonomous actions initiated by stakeholders to ensure the sustainability of the effects
- Existence of a formalized exit strategy

6. Impact

6.1 To what extent have the actions undertaken activated dynamics of change or produced transformations in the context?
- Changes in production activities and technological innovation processes, particularly in the fishing sector
- Changes to the income and living conditions of the affected communities
- Changes in the functionality of institutions

- Changes in the infrastructure functionality
- Changes in access to knowledge and training for stakeholders
- Changes in the composition and functionality of producer organizations
- Changes in access to credit opportunities for affected producers
- Changes in local development plans and local governance processes
- Changes in the participation of local actors in decisions relating to local development
- Changes in local development policies
- Changes in local coastal environmental conditions
- Changes in gender relations, as a cross-cutting indicator in all components of the project

6.2 To what extent did the actions generate unintended, desirable, and undesirable effects?

- Other social, economic, and political changes have appeared at the local level
- Reactions of local actors and stakeholders to the project's actions
- Actions taken by national public administrations and donors in relation to the project

7. Added value

7.1 To what extent has the project influenced the available knowledge regarding coastal development dynamics?

- Knowledge produced through the project

7.2 To what extent has the project influenced sectoral and local development policies?

- Actions and practices of the project reproduced in the framework of other initiatives
- New initiatives and development policies based on the project's experience

7.3 To what extent did the project make available innovative technologies and actions that can be used at the local level or in similar contexts?

- Technological innovations experimented
- Innovative actions tested that appear reproducible in similar contexts

8. Best practices identified (positive observations that could be reproduced in other similar contexts or projects).

1. _____
2. _____
3. _____

9. Lessons learned (negative observations or difficulties encountered, to be taken into account for future initiatives)

1. _____
2. _____
3. _____

10. Recommendations formulated by people interviewed

- _____
- _____
- _____

Brief conclusions and other elements to add

- _____

- _____
- _____
- _____

Annex 3: List of people and organizations consulted

Meetings with qualified informants

State/parastatal institutions at national level				
	Institution	**Function**	**Person interviewed**	**Type**
1	APIA	Principal Engineer		D
2	DGPA	Former head of Arrondissement de Pêche et d'Aquaculture Zarzis Member of the CTR Médenine Currently DG of the DGPA		U
3	UTSS	Project Manager		D
4	UTSS	Central Coordinator of the Development Program		D
5	MARHP	Interim Coordinator Member of CoPil		U
6	UTSS	Trace Project Manager		U
7	DGSV	Veterinarian		U
Research institutes				
	Institution	**Function**	**Person interviewed**	**Type**
1	IRVT	Researcher		D
2	IRVT	Technique		D
3	CTA/ISPAB	Chief Engineer Researcher, "Aquatic Environment Exploitation Research Unit"		U
4	INSTM	Director of the B3 Aqua laboratory		D
5	INSTM	Researcher		D
6	INSTM	Researcher		D
Public/ para-public institutions at the level of the Governorate of Gabès				
	Institution	**Function**	**Person interviewed**	**Type**
1	Fisheries District	District Chief Nabeul district		U
2	Fisheries District	Head of Service		U
3	APIP	Cape Port (Gabès and Sfax)		U
4	CRSS	Regional Project Coordinator (Nabeul)		D
5	GIPP	Regional Representative Member of the CTER		U
6	APIP	Cape Fishing Port Gabès		D
7	APIP	Port Technical Manager		D
8	CRDA	CRDA Commissioner		U
GDAP-SMBSP Governorate of Gabès				
	Institution	**Function**	**Person interviewed**	**Type**
1	GDAP Zarat clams	Former President of the GDAP		U
2	GDAP Zarat clams	Current president of the GDAP		D
3	GDAP Zarat clams	Member of the GDAP		D
4	GDAP Zarat clams	Member of the GDAP		D

5	GDAP Coastal Fishing Zarat	President of the GDAP		U
6	GDAP Ghannouch	President of the GDAP		U
AVFA Fishing School of Gabès				
	Institution	**Function**	**Person interviewed**	**Type**
1	CFPP of Gabès	Current director of the CFPP Former trainer		U
2	CFPP of Gabès	Populariser		U
3	CFPP of Gabès	Trainer		U
Gabès investment fund				
	Institution	**Function**	**Person interviewed**	**Type**
1	BAYA BIO Project	Owner		D
2	Livestock feed manufacturing unit	Owner		D
3	Plastic shredding unit	Owner		U
4	Aicha Bio	Owner		D
5	Seafood restaurant "Al Soltana"	Owner		D
6	Agricultural project (in greenhouse)	Owner		U
7	Detergent production workshop	Owner		D
8	Dar Al Oula	Owner		D
9	project (greenhouse cultivation)	Spouse of the owner		U
Beneficiaries of the Enda à Gabès credit				
	Institution	**Function**	**Person interviewed**	**Type**
1		Fisherman		U
2		Owner of the boat		D
Startups funded in Gabès				
	Institution	**Function**	**Person interviewed**	**Type**
1	Mechanics Laboratory	Owner		U
2	Mechanics Laboratory	Owner		U
CIHEAM team in Gabès				
	Institution	**Function**	**Person interviewed**	**Type**
1	CIHEAM	Regional Coordinator		D
2	CIHEAM	Local entertainer		D
3	CIHEAM	Local entertainer		D
Public/para-public institutions at the level of the Governorate of Médenine				

	Institution	Function	Person interviewed	Type
1	CRSS	Regional Administrator Médenine		U
2	CRSS	Coordinator		D
3	CRSS	Coordinator		D
4	CRDA	Commissioner		U
5	Fishing District	Head of the Fisheries and Aquaculture District		U
6	GIPP	Deputy Director, Head of the Médenine Office		U
7	APIP Houmet Souk	Port Chef		U
8	APIP Houmet Souk	Technician		U
Coastal Rural Communities / Associations /Societies Governorate of Médenine				
	Typology	**Number**	**Place**	**Type**
1	Fishermen at the docks	2		U
2	Fishermen at the market	20	Houmt Souk	U
GDAP-SMBSP Governorate of Médenine				
	Institution	**Function**	**Person interviewed**	**Type**
1	GDAP Zaytouna	Treasurer		U
AVFA Fishing School of Médenine				
	Institution	**Function**	**Person interviewed**	**Type**
1	CFPP Zarzis	Director		U
2	CFPP Zarzis	Trainer		U
Médenine investment fund				
	Institution	**Function**	**Person interviewed**	**Type**
1	Sewing project	Owner		D
2	Livestock feed manufacturing project	Owner		U
3	Artisanal bakery project	Owner		D
4	Fishing net repair workshop	Owner		D
Startups funded in Médenine				
	Institution	**Function**	**Person interviewed**	**Type**
1	Photography project	Owner		U
CIHEAM team in Médenine				
	Institution	**Function**	**Person interviewed**	**Type**
1	CIHEAM	Regional Coordinator		U
2	CIHEAM	Local entertainer		D
3	CIHEAM	Local entertainer		U
Staff and experts from CIHEAM in Bari				

	Organization	Function	Person interviewed	Type
1	CIHEAM Bari	Administration expert		U
2	CIHEAM Bari	Communication expert		D
3	CIHEAM Bari	Financial Administrator		U
4	CIHEAM Bari	International Project Coordinator		U
5	CIHEAM Bari	Socio-economic expert		U
6	CIHEAM Bari	Intern		U
7	CIHEAM Bari	Former CIHEAM Bari student		U
8	CIHEAM Bari	Scientific Administrator		U
9	CIHEAM Bari	Expert		U
10	CIHEAM Bari	Expert		D
11	CIHEAM Bari	Expert		U
12	CIHEAM Bari	Expert		U
International stakeholders				
	Organization	**Function**	**Person interviewed**	**Type**
1	AICS	Director		D
2	AICS	Deputy Coordinator of Rural Development Sector,		U
3	AICS	Head of the Economic Development Sector Program (ANPE - APAL project)		D
4	AICS	PRASOC Project Team Leader		U
5	AICS	Team leader of the ADAPT project		U
6	AICS	Former COSPE NGO Desk		D
7	FAO	FMM Project Manager		D
8	AFD	Head of the Agriculture – Water – Environment hub		U
Other key informants				
	Organization	**Function**	**Person interviewed**	**Type**
1	End Tamweel	Project Manager		U
2	End Tamweel	Partnership Manager		D
3	Education for Employment (EFE)	Director		D
4	Chikhaoui Consulting	Sector expert		U
5	Italian Association of Environmental Experts (AS ASSIEA)	Sector expert		U

Total number of people interviewed by category

Category	Number of people
State/para-state institutions at the national level	7
Research institutions	6
Public/Para-Public Institutions – Gabès Governorate	8
GDAP-SMBSP Governorate of Gabès	6
AVFA Fishing School – Gabès	3

Beneficiaries, att. 3.2.4 – Gabès	9
Beneficiaries of the Enda Law credit, 3.2.4 – Gabès	2
Funded startups, att.3.2.4 – Gabès	2
CIHEAM Team – Gabès	3
Public/Para-Public Institutions – Médenine Governorate	8
Rural communities/associations/societies - Médenine (including market and docks)	22
GDAP – Médenine	1
AVFA Fishing School – Médenine	2
Beneficiaries, att. 3.2.4 – Médenine	4
Funded startups, att. 3.2.4 – Médenine	1
CIHEAM Team – Médenine	3
CIHEAM Bari staff and experts	12
international stakeholders	10
Other key informants	3
TOTAL	**112**

Annex 4: Analysis of stakeholders

1. **DGPA (Direction Générale de la Pêche et de l'Aquaculture)**
   - **Expected role:** Key institutional actor; technical and administrative oversight of the fisheries and aquaculture sector.
   - **Opportunities:** Strong national coordination capacity; detailed knowledge of the sector; political support.
   - **Limitations:** Direct intervention capacity limited to the local level; Dependence on the CRDA for regional implementation.
   - **Level of real involvement:** high, both in the conception and in the strategic monitoring of the project, in particular through steering committees (every six months) and implementation committees (5 during the duration of the project)

2. **INSTM, IRVT, CTA, DGSV (research and public health)**
   - **Expected role:** scientific expertise (health safety, quality control, aquaculture).
   - **Opportunities:** High-level technical expertise; innovation support.
   - **Level of real implication:** very relevant in the components of valorisation of seafood and health quality.
   - **Limitations:** possible interaction between the INSTM and the Centre Technique de l'Aquaculture (CTA) implicit in Op2, activities 2.3.1 and 2.3.2[36], activities, and the IRVT of Sfax.

3. **CRDA (Commissariats Régionaux au Développement Agricole)**
   - **Expected role:** regional implementation, beneficiary classification, technical monitoring
   - **Opportunities:** Strong local presence, good knowledge of beneficiaries; access to regional logistics.
   - **Level of real involvement:** active in field activities (diagnostics, framing); varies depending on the region.
   - **Limitations:** High turnover of management personnel; limited capitalization of knowledge. The managers interviewed knew little about the project, which was often limited to the infrastructure built.

4. **APIP – Agency for ports and fishing facilities at central and local level**
   - **Expected role:** The APIP is the public institution responsible for planning, building, and managing port infrastructure. In the project, it is specifically responsible for the construction of five new docks in the governorate of Médenine, at the following sites: Sedouikech (Midoun), Chat Laflef (Sidi Makhlouf), Ayati (South Médenine), Borj Djilij (Houmt Souk), and Guellala (Ajim). It also ensures the supervision of the works, technical studies, procurement, and the integration of intelligent solutions (energy, water, security).
   - **Opportunities:** Key role in infrastructure sustainability; maritime engineering expertise; ability to standardize infrastructure and integrate it into the national network. These projects improve landing conditions in marginal areas.
   - **Level of real involvement:** APIP is a major operational actor in relation to Output 2, with a direct involvement in the creation of structuring infrastructures, at central and local level.
   - **Limitations**: Weak supervision of the implementation of water points and smart electricity; slow organization of dock maintenance.

5. **Professional fishing training centres (CFPP), which are part of the AVFA**
   - **Expected role:** Implementation of vocational training in the fisheries sector, strengthening the capacity of young people.
   - **Opportunities:** available infrastructure, pedagogical expertise, access to young audiences.

[36] Act. 2.3.1: Restructuring, equipping, and accrediting laboratories in the bivalve mollusc self-monitoring and health surveillance network; Act. 2.3.2: Structural adjustments and integration with laboratory support staff

- **Degree of real implication:** Very high, especially in Output 2 (strengthening the skills of young people and women). Despite the rotation of directors, awareness of the project has been high, also due to the fact that trainers are not subject to rotation.
- **Limitations:** Curricula poorly suited to new supply chains; obsolete equipment, especially digital tools.

6. **Groupement de Développement Agricole et de la Pêche (GDAP) /** Société Mutuelle de Base des Services de Pêche **(SMBSP) /** Organisation Professional (**OP)**
   - **Expected role:** local relay, community mobilization, structuring of the fishing industry.
   - **Opportunities:** direct contact with beneficiaries; strong local roots; local solidarity network. A participatory diagnostic was conducted within the framework of Output 1, more specifically in Cluster 1.1 entitled "Grassroots organizations acquire knowledge and strengthen their skills," encompassing Activities 1.1.1, 1.1.2, and 1.1.3. This approach allowed for better targeting of the actions planned under Output Op3. This approach allowed for improvements to the actions planned under Title Op3, particularly those related to strengthening beneficiaries' capacities and implementing income-generating activity (IGA) and start-up projects.
   - **Level of real involvement:** essential for fishermen's mobilization; good level of overall involvement, although heterogeneous across regions. Interviews and field visits indicate greater involvement in the governorate of Gabès (four GDDAPs visited) than in that of Médenine (one GDAP, represented by only one person).
   - **Limitations:** weak management capacity, limited number of DGPAs involved in project implementation.

7. **UTSS – Union Tunisienne de Solidarité Sociale • Type of institution**: Organization of civil society
   - **Expected role**: The UTSS has been envisaged as an implementing partner for aspects related to social inclusion, support for vulnerable groups, and the implementation of microcredit schemes.
   - **Opportunities**: strong local presence (through CRSS), acquired expertise in social microfinance, knowledge of local community dynamics, and mobilization skills.
   - **Level of real impact**: Very high. The UTSS is a key player in the implementation of Output 3, particularly microcredit (activity 3.2.4), but also in the implementation of participatory diagnostics and community monitoring. Its inclusive approach has helped integrate the most marginalized groups.
   - **Limitations**: coordination sometimes disconnected from sectoral institutional dynamics (fishing, training), lack of formalization of their strategic role in the project governance structures.

8. **UTAP – Union Tunisienne de l'Agriculture et de la Pêche • Type of institution**: National professional union/organisation
   - **Expected role**: Mentioned in the Project Document (point 2.1) as a key player for raising awareness and defending the interests of farmers and fishermen, particularly for the protection of natural resources and the sustainability of practices.
   - **Opportunities**: Extensive national network, capacity for plaidoyer, legitimacy among professionals, potential relay for the sustainability of the activities.
   - **Level of actual involvement**: Very limited. UTAP was not actively involved in implementation, nor in the steering and monitoring committees. This absence represents a lack of synergy with professional representation structures.
   - **Limitations**: The lack of effective mobilization despite its potentially key role, which reduced the project's rootedness in formal sector governance networks.

9. **APAL – Agence de Protection et d'Aménagement du Littoral**

   - **Intended role:** APAL was one of the stakeholders initially identified in the project document. However, it was effectively mobilized within Activity 2.2.1 of Output 2, relating to the construction of five piers in the Médenine governorate. Its role focused on supporting the

environmental validation of the sites, monitoring compliance with coastal regulations, and preventing impacts on sensitive areas.

- **Opportunities:** APAL has recognized expertise in integrated coastal management, a formal mandate for coastal development, and a key institutional role in ensuring that infrastructure respects ecological balances. Its involvement helps ensure that investments are aligned with national coastal protection plans.
- **Level of effective involvement:** APAL was effectively involved in the implementation of Activity 2.2.1, in collaboration with APIP, to ensure the infrastructure's compliance with environmental constraints. Its participation was useful and significant, but it is not yet institutionalized in the project implementation system.
- **Limitations:** APAL was not among the stakeholders identified during the project design phase. Its involvement occurred at a later stage, within a predominantly technical framework and without any formal anchoring in the governance structure. Its role was limited to one-off interventions related to the environmental requirements associated with the construction of the piers. Based on discussions with APIP, it was noted that the lack of timely coordination with all relevant institutions, including the Ministry of Infrastructure, Housing and Spatial Planning (MEHAT) – through the Directorate General of Maritime and Air Services (DGSMA) – and Coastal Development, could have a future impact on infrastructure maintenance management.

10. Ministère de l'Économie et de la Planning (MEP)

- **Expected role:** Although not designated as an operational actor in the current project, the Ministry was nevertheless involved in the steering committees.
- **Opportunities:** Strategic role in aligning projects with national development priorities; capacity for cross-sector coordination.
- **Degree of real involvement:** limited to occasional participation in project management bodies (CoPil), not involved in project implementation.
- **Limitations:** Underutilized potential for strategic coordination.

11. Center Technique de l'Aquaculture (CTA)

- **Intended role:** Although not mentioned as a formal stakeholder in the project inception document, CTA nevertheless played a one-off technical role in the implementation of Output 2, in particular in the context of Activities 2.3.1 and 2.3.2 related to sustainable aquaculture and technical experimentation.
- **Opportunities:** Technical expertise in the sector; applied research capabilities; industry knowledge and connections with aquaculture producers
- **Level of actual involvement:** timely but relevant, in the form of a specific technical contribution that should have been linked to INSTM; presence noted in technical coordination workshops.
- **Limitations**: lack of formalization in the implementation structure; lack of institutional visibility despite the relevance of its responsibilities; lack of coordination with the INSTM.

12. Agence de Promotion des Investissements Agricoles (APIA):

Although not among the stakeholders identified in the project document, APIA was occasionally involved in the selection process of four startups under Activity 3.2.1 "Capacity Building for the Most Talented Local Young Entrepreneurs/Graduates." Its involvement was limited to this phase, with no involvement in the rest of the training, support, or funding system. This contrasts with the fact that a significant number of IGA projects supported by the project fall within the agricultural sector, an area directly under APIA's mandate.

Annex 5: Status of activities as of 07/15/2025

SO 1	SO nº 1: Improve and diversify the production and revenues of fishing operators in the governorates of Gabès and Médenine (Op1, Op2, Op3)			
Op1.1	**Local organizations and institutional actors in the Gabès and Médenine fishing industry are strengthened and interact in a network to sustainably manage natural resources.**			
Att. n.	**Description**	**Indicators / Value objective**	**Value achieved (VA) and % of achievement**	**Observations and appreciations of the beneficiaries reported in "…"**
Cluster 1.1 Grassroots organizations acquire knowledge and strengthen their skills				
A1.1.1	Initial diagnostic and current status update for SMBSP and GDAP existing	1	VA: 1; 100%	544 questionnaires processed; 18 GDAP, 2 SMSA, and 1 UTAP interviewed; 15 UTSS technicians trained. « Very, very good quality of the method »
A1.1.2	Establishment and legalization of the new GDAP and 1 SMBSP in Gabès	4	VA: 4 GDAP (3 in Médenine and 1 in Gabès) 100%	*«Very satisfied with having our GDAP»* No one interested in creating a new SMSBP
A1.1.3	Awareness-raising and/or training sessions for existing and/or newly trained GDAPs/SMBSPs	3 cycles* (4 modules*5 days per cycle)	VA: 150 (15 groups, including 5 GDAP in Médenine and 10 in Gafsa); 2 cycles 100%	*Nothing to report*
Cluster 1.2 Network Organizations				
A1.2.1	Exchange of visits between GDAP of Gabès and Médenine		4 visits (69 people)	Good quality. *"With more technical content it would have been more interesting " ; "It was enriching."*
A1.2.2	WEBPORT internet network in Gabès	1	GO: 1 100%	Installation of IT equipment at the GDAP in Ghannouch
Cluster 1.3. Institutional and lobbying capacity development				
A1.3.1	Strengthening the capacities of 12 institutional profiles	12	VA: 12 100%	Rescheduling visits due to COVID: new insights gained: *«fishing tourism is very interesting» «the water and electricity points, the collection of plastic by the fishermen: a good new activity to start at home»,*
A1.3.2	Support interinstitutional	4 round tables	4 round tables organized	Nothing to report
A1.3.3	Co-management system Zarzis multipurpose centre	1		The activity has been suppressed in the activity reports
Op1.2	**The competitiveness of the fishing industry is strengthened by improving infrastructure and/or basic services (education, production, and marketing) to**			

	meet local and international demand.			
Att. n .	**Description**	**Value objective**	**Value achieved and %**	**Observations**
Cluster 2.1 Schools and vocational training centres				
2.1.1	Renovation and equipment of AVFA fishing vocational training centres in Gabès and Zarzis (crabs, transformation, conservation)		Delivery and use of equipment at the CFPPs of Zarzis and Gabès 100%	The equipment is installed, used, and meets all expectations. The Gabès CFPP However, she stressed: *«We were not consulted on the make and model of the PCs» «the IT equipment is not 100% efficient, it is a bit outdated, but that's okay»*. Certain equipment initially designed for fish processing and preservation has been replaced by other materials, depending on the needs identified during implementation.
2.1.2	Courses for instructors, operators, school students AVFA Of Gabès and of Médenine		GO: • 1 dedicated distance learning course and 1 teaching kit; • 1 course on the use of welding equipment; • four packages of distance learning materials/tools	The trainers' course was developed during the COVID-19 pandemic to strengthen teachers' skills in distance learning. However, due to limited access to IT tools, the training could not be implemented either during the health crisis or afterward. New needs were expressed: "We need to keep curricula up to date, and especially digital tools; the GPS is very old" "and all the equipment for sea trips," "we would like to have more simulators for more students; there's a huge demand." The curricula were not updated during the project.
2.1.3	5 new educational videos for the Zarzis School Museum	5	5 videos made 100%	The museum is used occasionally, especially during Open Days. Although video supports are available, they aren't used: " AFVA prepared them, I don't know what they're about," the trainers explained.
Cluster 2.2 Fishermen's infrastructure (donation)				
2.2.1	Construction of basic infrastructure for fishermen (5 piers)	5	GO: 5 100%	The docks, delivered at the end of the project, are functional. The floating dock was particularly appreciated by the authorities, as was the visit to the manufacturing company in Venice, Italy, organized with APIP. The fishermen interviewed expressed their satisfaction with the work and its use: "It's well made," "It's especially useful in winter." Some, however, suggested that "a little wider,

				sometimes, would be better." It's important to note, however, that its size is suited to its primary function, limited to landing. In accordance with the agreement signed with CIHEAM, APIP and DGPA, the maintenance of these structures would in principle be the responsibility of APIP, as the body authorized to manage fishing ports; however, APIP has specified that it is not competent for the management and maintenance of the piers, as these are neither registered nor considered port structures, so that the responsibility ultimately falls to MEHAT and APAL, which authorized their construction. .
2.2.2	Renovation and equipment of the fish markets in Houmt Souk – Djerba	1	GO: 1 70%	The improvement works were delivered at the end of the project and are operational. The number of potential users is overestimated. The market cannot be accredited for health purposes due to the municipality's lack of commitment to recruit a veterinarian and manage a set of technical operations to be performed at the market.
2.2.3	Equipment for the women's transformation workshop in Ajim	Equipment for processing fishery products		The activity was cancelled due to debts incurred by the GDAP towards the APIP. The funds initially allocated were redirected to finance business ideas proposed by four young students from the CFPP in Gabès and Zarzis, selected as part of the training provided under Activity 3.2.1.
Cluster 2.3 Co-management and certification of clams				
2.3.1	Renovation, equipment and accreditation of laboratories in the self-monitoring and health surveillance network of bivalve molluscs and	LC/MS/MS for INSTM; HPLC for IRVT;	VA: LC/MS/MS for INSTM; HPLC for IRVT; 60%	The acquired HPLC was not used due to a lack of samples from the closed clam harvesting areas, the lack of involvement of the relevant laboratory, and the lack of reagents (IRVT Sfax). However, the LC-MS/MS linked to the INSTM allowed analyses to be performed in accordance with international standards.
2.3.2	Structural adjustments and integration with laboratory support staff	Additional staff	GO: 0	No new staff were recruited through national co-financing

2.3.3	Training of laboratory technicians in Tunisia and Italy	10 in Italy Training in Tunisia	VA: 6 days in Italy Training in Tunisia	The activity was characterized by a reduction in the number of internship days in Italy due to COVID-related restrictions. The training was deemed too short by participants, who expressed the need for enhanced support, particularly in developing the local method for certifying products intended for export.
2.3.4	Analysis of clam stocks and acquisition of support equipment for surveillance of the stock	1 study 1 clam farm	VA: 1 and study VA 1 clam farm Photobioreactor for the CTA of Bizerte 20%	The clam breeding program, launched with a photobioreactor supplied to the CTA in Bizerte, was interrupted after a power outage resulted in the loss of the stock. A second, rather more limited, attempt was made without success. Finally the material was transferred to the CTA Melloulech (Mahdia), which also benefited from specific equipment as part of the project, but the lack of qualified technicians prevented the resumption of the experiments. Currently the photobioreactor is unused.
A.2.3.5	Purchase and installation of support equipment for stock surveillance (Gabès and Médenine) and container units for clam reproduction (Gabès)	Purchase of a vessel for monitoring clam stocks.	GO: 0 0%	The activity has been cancelled following the inception report and partially incorporated into activity 2.3.4 through the acquisition of equipment necessary for monitoring the fish stock.. However, this was not disclosed in the progress report.
Op1.3	**Production activities are improved and diversified to provide new opportunities for young people and women**			
Cluster 3.1 Training and Technical Assistance				
A3.1.1	Training and technical assistance in Tunisia for members of the GDAP/SMBSP/fishermen	Total number of trainers in Italy Stakeholder training	Training of the animators	The activity was refocused on training, followed by the hiring of 10 young graduates, tasked with providing local assistance to future entrepreneurs and GDAPs. Their work was supervised by two regional coordinators seconded from the CRDA.
A3.1.2	Building a simple technical support network	10 smartphones	10 tablets	Equipment has been acquired to set-up a technical support network to assist beneficiaries in implementing their activities.
Cluster 3.2 Promotion of fishing enterprises and diversification				
A3.2.1	Strengthening the capacities of the most talented young local entrepreneurs/graduates	Study visit to Italy for 20 young entrepreneurs graduated from	Training of young entrepreneurs and selection of 4 projects	Due to COVID-19 health restrictions, this activity has been replaced by training in Tunisia. Of the four projects selected and funded—a

		the CFPP		mechanical workshop (presented by ddueeux giovani), a fish crate washing service, and a photography studio—only this last one is currently operational.
A3.2.2	Training for fishing families, including young members, on multifunctionality in the fisheries sector	• 50 fishermen in co-management and sustainable fishing practices; • 50 young people in the eco-tourism and catering sectors; • 50 young people promoting local products; • a training to an entity in the Business Plan (BP) sector.	VA: 128 participants in the trainings, of which 40 in Médenine and 88 in Gabès 80%	There is no breakdown of beneficiaries according to predefined categories and the 10 animators are included in the overall total. Training was a prerequisite for financing the projects mentioned in point 3.2.4. Sectors other than those foreseen[37]
A3.2.3	Pilot projects for supplementary income for women clam fishers	kind kit	VA: Technical assistance on potential benefits in developing business plans	The activity has been reoriented in line with point 3.2.1. The young animators prepared the BPs, under the coordination of the project team.
A3.2.4	Creation and management of the investment fund	• 1 investment fund of 400,000 euros • kind financing: i) Renovate the quay at the port of Ajim; ii) Install intelligent	GO: • An allocated investment fund currently in operation. 833 allocated loans, 96% women. • 1 dock renovation (tarmac); 10 SIDEE delivered to the Houmt	**Microcredit:** Operations began in September 2022. As of July 2025, 687 renewals have been registered, a 30% increase in allocated amounts. The sectoral breakdown remains stable. The return rate is estimated at 95%. **Ajim Quay and water points**: The quay is in good condition. Of the 10 planned water points, 3 have been installed (non-functional due to the lack of connections), and 7 have not been

[37] Rescue training (44), valorisation of vegetable waste and manufacture of livestock feed (10); soap factories (3), electronic sewing (2); design and manufacture of traps for blue crab fishing (22); Moroccan embroidery (1); distillation of aromatic plants (2); maintenance of ice factories (9); extraction of essential and vegetable oils (4); valorisation and processing of dates (22); quail farming (9).

		water and electricity distribution systems (SIDEE) in 10 ports in Médenine and Gabès • Co-financing projects (between 50% and 70%)	Souk wholesale market 40 co-financed projects (10%), of which 28 individual and 12 collective (GDAP – SMBSP Estimate: 90%	installed due to the lack of technicians (contract closed with APIP). Delivery took place in February 2022. The lack of monitoring has been noted. **Co-financed projects**: Of the 40 microprojects financed, 14 (35%) had already started at the project's closure, including one collective project. The remaining 26 (65%) were still awaiting delivery or installation of equipment. Individual microprojects are predominantly oriented towards agriculture and livestock (39%) and services (29%), while the fishing (14%), agri-food processing (11%), and craft sectors (4%) are less represented. In contrast, collective projects focus exclusively on artisanal fishing (58%) and agriculture and livestock (42%), with the participation of seven GDAPs and one SMBSP. The selection of microprojects was carried out directly by CIHEAM management, without involving sectoral or territorial stakeholders. Of the 18 companies interviewed (14 individual and 4 GDAP - of which 1 GDAP - that of Ghannouch which benefited from 2 projects), 94% are currently in business, of which 71% are in a growth phase, 29% in difficulty.
Cluster 3.3 Marketing and Promotion				
A3.3.1	Using the brand "Products of Médenine"	Identification of 3 high-potential products	VA: **A B2C research and benchmarking activity** 100%	The label was developed during NEMO Phases I and II. However, those interviewed believe it didn't improve sales and didn't meet the needs expressed by local stakeholders.
A3.3.2	Logo promotion « Artisanal fishing product from Médenine » and Test of the market	Logo promotion activities at hotels	VA A hackathon was organized to select the best ideas and identify the governance, management, and marketing structure of the label. 50%	A hackathon was held in September 2022, at the end of the project, to select the best ideas.
A3.3.3	Formulation of the specifications / guidelines “Products of Médenine”	Development of guidelines	VA: Artisanal fishing regulations drawn up.	The documents were not released to stakeholders. The company responsible for

			VA: Processed blue crab specification	enforcing the regulations declined an interview.
Op2.4	**The integrated and sustainable development of the areas of Médenine, Gabès, Nabeul, Sfax, Bizerte is improved through the provision of coastal development plans (Masterplan) to MARPH.**			
Cluster 4.1 Masterplan				
A4.1.1	Update on participatory tools for integrated coastal development	Training in Italy for 22 officials	VA: 1 training seminar in Tunisia 100%	Due to COVID, the activity has been rescheduled locally for September 2021.
A4.1.2	Identification and development of local coastal development plans and project sheets	Elaboration of the 9 plans premises	VA: 5 Local Plans developed (Gahr el Mel, Soliman, Beni Khiar, Bourj Salhi, Kelia); VA: 9 Concept Notes developed, which also include Ghannouch, Boughrara, Kahres, Mahres Estimate: 80%	The Concept Notes (project sheets) were developed at the end of the project.
A4.1.3	Verification and dissemination workshops	1 atelier	1 atelier created	The workshop was completed in May 2023.
Op5	**Op2.5. Implementation of a national and international communication and visibility plan to disseminate project results.**			
Cluster 5.1. Communication and Visibility				
A5.1.1	Seminars	Not indicated (NI)	More than 8 seminars and events	Nothing to report
A5.2.1	Preparation of content and visibility material	Not indicated (NI)	Roll-ups, brochures, masks and gels, diaries, key rings, etc., Facebook page	Nothing to report

Annex 6: Status of results and specific objectives as of 15.07.2025

A. No.	Description	Indicator	Value objective	Value obtained and %	Observations
OS1	nº 1: Improve and diversify the production and revenues of fishing operators in the governorates of Gabès and Médenine (Op1, Op2, Op3)	1.1. Number and type of productive activities/type financed by the project fund	Not indicated (NI)	Over 800 existing businesses have accessed microcredit mechanisms 40 new businesses have gained access to loans 4 startups financed	This is a process indicator already foreseen at the output level 1.3
		1.2. % growth in incomes of fishing operators (SMBSP of Zarzis, of the GDAP)	NI	NI	The data were not collected and are not available.
		1.3. % Investment (services and infrastructures built)	NI		The indicator is inaccurate,
		1.4. % growth and type of production activity/gender	NI		The indicator is imprecise. It is a process indicator already partially included in the output indicators.
		1.5. NT Export crabs/clams (Gabès/Médenine)	NI		4,263 tons of crab exported domestically (Source Trademap) Lack of data on clams (Baseline) 7,116 tons of crab exported domestically (source Trademap 2024)
OS2	Strengthen sustainable coastal planning capacities in 5 pilot regions (Médenine, Gabès, Nabeul, Sfax, Bizerte).	2.1. N. Local officials contributing to the drafting of local plans	NI	24	
		2.2. At least 1 region has been developed independently of its own regional planning strategy	NI		
		2.3. No. of coastal development initiatives developed independently of the CRDA/region	No		Difficulty in accessing the CRDA of the regions involved
Op0		No. Committees technicians regional	NI	GO: 5	

	Management and coordination	N. Steering Committee Meetings	4 (1 time per year)	GO: 5 100%	It is necessary to report an irregular periodicity, including 2 committees 2 months apart
		No. of Monitoring Missions	Monitoring daily, monthly, quarterly		The data were not collected and are not available.
		No. evaluation missions	2: (1 intermediate and 1 final)		The indicator is not accurate in relation to the type of mission
Op1.1	Local organizations and institutional actors in the Gabès and Médenine fishing industry are strengthened and interact in a network to sustainably manage natural resources.	1.1.1. % growth in number of projects/genre/financing means	NI	GO: %	The data were not collected and are not available.
		1.1.2. % Increase in No. of paying members/gender	NI	GO: %	The data were not collected and are not available.
		1.1.3. N. Political initiatives of organizations	NI	0	
		1.1.4. No. of joint projects/activities between GDAPs or GDAP/SMBSP	2	N. 4 Exchange visits between GDAP	
		1.1.5. Number of operators involved in co-management/gender	NI	12 officials have been trained, but no concrete co-management actions have been implemented.	
		1.1.6. N. lagoons/ sites co-managed	NI	0	
		1.1.7.N. networks	NI	GO: %	The data were not collected and are not available.
Op1.2	The competitiveness of the fishing industry is strengthened through the improvement of infrastructure and/or basic services (education, production, and marketing) to meet local and international demand.	1.2.1. % increase productivity/income;	NI	GO: %	Lack of baseline
		1.2.2. % of product rejected/unsellable	NI	GO: %	The data were not collected and are not available.
		1.2.3. Reduction of production costs	NI	GO: %	The data has not been collected and is not available
		1.2.4. Number and type of insured services/gender	NI	VA: 40 co-financed microprojects, 4 funded start-ups	The indicators are not precise
		1.2.5. % increase in product; T. Export (crabs and clams)	NI	GO: %	The data were not collected and are not available. Lack of baseline

Op1.3	Production activities are improved and diversified to provide new opportunities for young people and women	1.3.1. No. of businesses run by women/youth.	NI	1,100 loans were granted for a total amount of over 3,200,000 DT and over 830 existing businesses were financed. 96% of loans granted to women	According to the data in the final report
		1.3.2. No. of diversification activities	NI	30 diversified companies (68%), of which 5 collective and 24 individuals out of 44	40 microprojects within the framework of the co-financed project and 4 start-ups.
		1.3.3. % of income from productive activities	NI	GO: %	The data were not collected and are not available. Lack of baseline
		1.3.4. No. of jobs;	NI	ND	This overall figure is not included in the report
		1.3.5. New No. profiles / activities	NI		The indicators are not precise in relation to the definition of the profile
Op2.4	The integrated and sustainable development of the areas of Médenine, Gabès, Nabeul, Sfax, Bizerte, is improved through the provision of coastal development plans (Masterplan) to MARPH.	2.4.1.N. local development plans adopted	0	0	9 drafts and submitted, not adopted
		2.4.2. N. cards financed	NI	0	The cards were not submitted to any donor.
Op2.5	Creation of a national and international communication and visibility plan for the dissemination of the project outputs	2.5.1. logo	NI	Made (project logo and brand (product of Médénine)	Nothing to report
		2.5.2. Number of brochures get ready,	NI	1	Nothing to report
		2.5.3.N video	NI	More than 5	Nothing to report

		2.5.4. Gadgets	NI	Roll up, brochure, document holder, notepad	Nothing to report
		2.5.5. Project communication plan	NI	Elaborate	The communication plan was not updated periodically.
		2.5.6. Number of seminars and visibility events	NI	More than 8	Nothing to report

Results that were not integrated during the project implementation are shown in red.

The overall objective does not have indicators in the Logical Framework.

Appendix 7: NEMO Kantara Budget Analysis and Financial Reports

1.	HUMAN RESOURCES	Total budget	% of total	Amendment	Euro	On the column	On the total
1.1	International technical staff in Tunisia	584,000.00	11.68%	644,000.00	60,000.00	110%	12.88%
1.2	International technicians and trainers court terme	74,500.00	1.49%	28,000.00	-46,500.00	38%	0.56%
1.3	Long-term local technicians	169,000.00	3.38%	160,000.00	-9,000.00	95%	3.20%
1.4	Technicians Court Terme premises	30,650.00	0.61%	30,650.00	0.00	100%	0.61%
1.5	Support staff (drivers, assistants, etc.)	41,200.00	0.82%	50,200.00	9,000.00	122%	1.00%
1.6	Technicians and experts directly involved in the project in Italy	86,032.00	1.72%	100,377.00	14,345.00	117%	2.01%
Total 1	**TOTAL**	**985.382,00**	**19.71%**	**1,013,227.00**	**27,845.00**	103%	**20.26%**
2.	**EXPENSES FOR CARRYING OUT ACTIVITIES**						
2.1	Trips International	50,400.00	1.01%	40,400.00	-10,000.00	80%	0.81%
2.2	Transportation premises	7,600.00	0.15%	7,600.00	0.00	100%	0.15%
2.3	Staff expenses, reimbursements, etc.	123,965.00	2.48%	80,000.00	-43,965.00	65%	1.60%
2.4	Training sessions and study visits in Italy	145,800.00	2.92%	145,800.00	0.00	100%	2.92%
2.5	Training/awareness-raising sessions in Tunisia	67,500.00	1.35%	67,500.00	0.00	100%	1.35%
Total 2	**TOTAL**	**395.265,00**	**7.91%**	**341,300.00**	**-53.965,00**	86%	**6.83%**
3.	**EQUIPMENT AND INVESTMENTS**						
3.1	Land purchase	0.00	0.00%	0.00	0.00		0.00%
3.2	Works, infrastructure	2,031,968.00	40.64%	2,056,268.00	24,300.00	101%	41.13%
3.3	Car purchase	75,000.00	1.50%	75,000.00	0.00	100%	1.50%
3.4	Technical, scientific, and bureaucratic equipment (including HW and SW)	523,400.00	10.47%	523,400.00	0.00	100%	10.47%
3.5	Furniture	0.00	0.00%		0.00		
Total 3	**TOTAL**	**2,630,368.00**	**52.61%**	**2,654,668.00**	**24,300.00**	101%	**53.09%**
4.	**CURRENT COSTS**						0.00%
4.1	Paper and office supplies	16,200.00	0.32%	24,200.00	8,000.00	149%	0.48%
4.2	Office expenses (telephone, internet, electricity, etc.)	5,400.00	0.11%	7,000.00	1,600.00	130%	0.14%
4.3	Vehicle management (maintenance, fuel, lubricants, insurance, etc.)	44,850.00	0.90%	21,570.00	-23,280.00	48%	0.43%
4.4	Locations (Office, vehicles, etc.)	73,760.00	1.48%	63,760.00	-10,000.00	86%	1.28%
Total 4	**TOTAL**	**140,210.00**	**3%**	**116,530.00**	**-23.680,00**	83%	**2.33%**

5.	**SERVICES**						0.00%
5.1	Expenses banking	1,800.00	0.04%	3,000.00	1,200.00	167%	0.06%
5.2	Others services exteriors	385,560.00	7.71%	409,860.00	24,300.00	106%	8.20%
5.3	Warranty	20,400.00	0.41%	20,400.00	0.00	100%	0.41%
Total 5	**TOTAL**	**407,760.00**	**8.16%**	**433,260.00**	**25,500.00**	106%	**8.67%**
6.	**COMMUNICATION – DISSEMINATION**		0.00%				0.00%
6.1	Visibility	42,764.00	0.86%	42,764.00	0.00	100%	0.86%
6.2	Outreach events in Tunisia and Italy	25,200.00	0.50%	25,200.00	0.00	100%	0.50%
Total 6	**TOTAL**	**67,964.00**	**1.36%**	**67,964.00**	**0.00**	100%	**1.36%**
7.	**MONITORING AND EVALUATION**						0.00%
7.1	Monitoring internal	4,950.00	0.10%	4,950.00	0.00	100%	0.10%
7.2	Assessment internal intermediate	21,000.00	0.42%	21,000.00	0.00	100%	0.42%
7.3	Assessment external	20,000.00	0.40%	20,000.00	0.00	100%	0.40%
Total 7		**45,950.00**	**1%**	**45,950.00**	**0.00**	100%	**0.92%**
	Subtotal	**4,672,899.00**	**93.46%**	**4,672,899.00**	**0.00**	100%	93.46%
8.	OVERHEADS (7% OF DIRECT COSTS)	327.101,00		327.101,00	0.00	100%	6.54%
Total 8	**TOTAL**	**327.101,00**	**7%**	**327.101,00**	**0.00**	100%	**6.54%**
	Grand total	**5,000,000.00**	**100%**	**5,000,000.00**	**0.00**	100%	100.00%

Annex 8: Resource Allocation by Output

Result	Amount assigned (€)	% of total budget	Number of clusters	Number of activities
Op0 – Communication and coordination	1,384,243.00	27.68%	1	4
Op.1.1 – Governance and sustainable management	131,022.00	2.62%	3	8
Op1.2 – Competitiveness, infrastructure, equipment	2,080,884.00	41.62%	3	10
Op1.3 – Development local economy	1,198,678.00	23.97%	3	9
Op2.4 – Territorial planning	149.179,00	2.98%	1	3
Op5 – Communication and visibility	55,994.00	1.13%	1	1
	5,000,000.00	100%	12	35

Annex 9: List of major sectoral projects and/or ongoing projects in the governorates of Gabès and Médenine during the implementation period of NEMO Kantara

Project Name	Duration	Donor (s)/ Implementation Partners	Zone of intervention
MEDFISH	2020–2027	AFD / EU	Gulf of Gabès, Mahdia, Kélibia, Bizerte
Ports Programme blue	2022–2031	FAO / MARHP	Tunisian fishing ports
Appui à la durable management des sources halieutiques en Tunisie	2020–2025	EU / AFD / MARHP	National
AQUAVALP	2022-2024	IRADA / EU	Médenine
WWF Nord Med (regional programme)	NI	WWF / EU partners	Northern Tunisian Mediterranean (Bizerte, Tabarka)
Project towards a durable territorial model in Djerba	2021–2024	COSPE / AICS	Djerba Island
ProGepect	2021–2025	Belgian Ambassador / DGPA	Tunisian coast
Blue economy in Tunisia: an opportunity for sustainable development	2020	Bank / Ministère de l'Environnement	National
Social protection program for fishing and aquaculture in Zarzis	(not precise)	FAO / DGPA / APIP	Zarzis (South-East Tunisian)
Arabiotech Project	June 2022 – December 2023	EU (Interreg)	Italy- Tunisia National Team
Projet TRACE – Tunisian Rural and Agricultural Chains of Employment	2020 – 2023	World Bank via the Netherlands-backed Trust Fund and other resources (implemented by UTSS)	Gabès (Jendouba and Kairouan).

Annex 10: Logical Framework of the project

	LOGIQUE D'INTERVENTION	INDICATEURS VERIFIABLE	SOURCES DE VERIFICATION	HYPOTESES
RESULTATS ATTENDUS	**Gestion et Coordination**	N 5 Comités techniques Régionaux ; N. Réunions du Comités de pilotage; N. missions monitorage; N. missions évaluation int. (2 intermédiaires et 1 final)/ext. (1 final)	Rapports techniques et final Rapport M&E Plan opérationnel global et annuel Procès-verbal des réunions du comité pilotage Rapport d'ass. techn./formation Accords de Cogestion Protocole échantillonnage Accord tourisme halieutique	Personnel des institutions publiques disponible et motivé Les zones d'interventions restent sécurisées Sélection et contractualisation du personnel en temps L'échantillonnage est fait régulièrement et correctement. Les CRDAs sont disponibles à la cogestion des zones de palourde. La DGSV disponible à émender le protocole d'échantillonnage. Les GDAP participent activement à l'échantillonnage. Operateurs et comités techniques régionaux motivés. Chercheurs engagé dans l'initiative avec esprit de service et d'amélioration personnelle.
	1. Les organisations locales et les acteurs institutionnels de la filière pêche de Gabès et Médenine sont renforcés et interagissent en réseau pour gérer de façon durable les ressources naturelles (OS1)	% d'incrément des n. Projets/genre/moyens financement; % increment N. membres/genre payants n. initiative politiques des organisations N. projets/activités conjointes entre GDAPs ou GDAP/SMBSP (au moins 2);; N. operateurs impliqués dans la cogestion/genre; N. lagunes/sites cogérés; N. réseaux ;		
	2. La compétitivité de l'industrie de la pêche est renforcée par l'amélioration des infrastructures et/ou des services de base (éducation, production et commercialisation) pour répondre à la demande locale et internationale. (OS1)	% augmentation productivité/revenus; % du produit écarté/non vendable; Réduction des couts de production; N. et type services assurés/genre; % augmentation produit certifié Ton. Exportation (crabs et palourdes) ;		

	LOGIQUE D'INTERVENTION	INDICATEURS VERIFIABLE	SOURCES DE VERIFICATION	HYPOTESES
RESULTATS	**3. Les activités de production sont améliorées et diversifiées pour offrir de nouvelles opportunités aux jeunes et aux femmes (OS1)**	N. d'entreprises gérées par des femmes/jeunes. N. des activités de diversification ; % di revenue par les a**ctivités productives** N. postes de travail; N. Nouveaux profiles/activités	Rapport de projet Rapport de mission Rapport de formation Rapport de monitorage Procès-verbal des réunions des tables filières/thématiques Listes de présence Business plans Fiches de projet Journal officiel	Operateurs motivés et disponible aux changements de comportement. Gestion du microcrédit/subvention souple et flexible Les disciplinaires sont appliqués. La grande distribution accepte d'effectuer les tests de marché Les appels d'offres ne subissent pas de retard. Jeunes entrepreneurs et étudiants motivés. Pas des contraints pour l'obtention des VISA Stabilité socio politique Les priorités de communication des institutions restent cohérentes avec les objectifs du projet.

	LOGIQUE D'INTERVENTION	INDICATEURS VERIFIABLE	SOURCES DE VERIFICATION	HYPOTESES
RESULTATS ATTENDUS	**4. Le développement intégré et durable des zones de Médenine, Gabès, Nabeul, Sfax, Bizerte, est amélioré à travers la mise à disposition au MARPH des plans de développement côtier (Masterplan) (OS 2)**	N. plans de développements locaux adoptés ; N.fiches financées ;	Rapport de projet Rapport de mission Rapport de formation Rapport de monitorage Procès-verbal des réunions des tables filières/thématiques Listes de présence Business plans Fiches de projet Journal officiel	Operateurs motivés et disponible aux changements de comportement. Jeunes entrepreneurs et étudiants motivés. Pas des contraints pour l'obtention des VISA Stabilité socio politique Les priorités de communication des institutions restent cohérentes avec les objectifs du projet.

	5. Mise en Place d'un plan de communication et de visibilité nationale et internationale pour la dissémination des résultats du projet	Logo, N° brochures préparées, N vidéo, Gadget ; 1 plan de communication du projet n des séminaires et e événements de visi-bilité	Rapport de projet Rapport de mission Rapport de monitorage Procès-verbal des réunions des tables filières/thématiques Journal officiel	Operateurs motivés
		Préconditions	-Sélection et nomination des représentants des différents institutions -Stabilité sociale, économique et politique -Maintien des priorités sectorielles et institutionnelles en faveur des communautés côtières - Flexibilité et synergie entre les structures étatiques centrales et régionales, le secteur privé et/ou semi étatique, les institutions de recherche, la société civile et les communautés côtières	

Annex 11: Logical framework with clusters and impact indicators

Results	Chain of results	Indicator	Data source	Hypothesis
Impact (General objective)	Improving the resilience of coastal communities through integrated and sustainable management of natural resources and participation in local development	• Change in average income of fishermen and beneficiaries of targeted diversification projects, by area and gender (add target value); • Percentage of fishermen and women adopting sustainable natural resource management practices (e.g., respecting biological rest periods, using compliant nets, agroecological approach in agriculture, etc.) by area (add the target value) • Participation rate of women and young people in local management committees, fisheries cooperatives and other co-management bodies, by area (add target value)	National statistical reports from the Ministry of Agriculture and Fisheries, FAO/WFP socio-economic surveys, and reports from other coastal development projects. Annual reports from the Ministry of Fisheries, FAO reports (SOFIA – State of Fisheries and Aquaculture in the World), and environmental monitoring data from other projects funded by the EU or the United Nations system. United Nations Reports • National statistical reports • Reports from others projects	All the initiatives on the Tunisian coast converge in a synergistic way or at least are in contact with each other.
Achievement(s) [Specific objective(s)]	**SO No. 1**: Improve and diversify the production and income of fisheries operators in the governorates of Gabès and Médenine (R1, R2, R3)	Number and type of productive activities/type financed by the project fund % increase in income of fishing operators (SMBSP of Zarzis, GDAP) % of investments (services and infrastructure completed) % increase in the number and type of productive activities/gender Number of crab/clam exports (Gabès/Médenine)	• Project report • Accounting documents • DG Pesca Statistics	• The response times of the public administration to the project are compatible with the execution • Inflation and EUR/DT exchange rates similar to current ones. • Stable socio-political conditions • Interest in integrated and sustainable coastal development at MARHP level remains high • Motivated operators and officials

				• The heads of the institutions are responsibly involved
Achievement(s) [Specific objective(s)]	**SO n°2**: Strengthen sustainable coastal planning capacities in 5 pilot regions (Médenine, Gabès, Nabeul, Sfax, Bizerte).	N. Local officials contributing to the drafting of local plans At least one region has independently developed its own regional planning strategy N. Coastal development initiatives developed independently by the CRDA/region	• Project report • Final evaluation report	• National political will to implement sustainable coastal planning • Motivated regional technical committees • Active participation of local communities • The interaction between the relevant ministries is positive and constructive • Training needs are sincerely declared • Motivation for personal improvement
Expected Results	Management and coordination	N. 5 Regional Technical Committees; N. Steering Committee Meetings; N. Monitoring Missions; N. International Evaluation Missions (2 intermediate and 1 final)/ External (1 final)	Technical and final reports M&E Report Global and annual operational plan Minutes of the meetings of the steering committee Technical assistance/training report Co-management agreements Sampling protocol Agreement on fishing tourism	The staff of public institutions are available and motivated. The intervention areas remain safe. Staff are selected and hired on time. Sampling is carried out regularly and carefully. The CRDAs are available for the co-management of clam harvesting areas. The DGSV is available to modify the sampling protocol. GDAPs actively participate in sampling. Motivated regional operators and technical committees. Researchers are engaged in the initiative with a spirit of service and self-improvement.
	R1.1 Local organizations and institutional actors in the fisheries sector in Gabès and Médenine are strengthened and interact in a network to sustainably manage natural resources	% increase in number of projects/types/funding sources; % increase in number of paying members/types of political initiatives of organizations No. of joint projects/activities between GDAP or GDAP/SMBSP (at least 2); No. of operators involved in co-management/typology; No. co-managed lagoons/sites; No. networks;		
	R1.2. The competitiveness of the fisheries sector is strengthened by improving infrastructure and/or basic services (education,	% increase in productivity/income; % of discarded/unsellable product; Reduction in production costs; Number and type of services provided/type; % increase in		

	production and marketing) to meet local and international demand.	certified product Tons Export (crabs and clams);		
Expected Results	R1.3. Productive activities are improved and diversified to offer new opportunities to young people and women (SO1)	Number of businesses run by women/young people. Number of diversification activities; % of turnover from manufacturing activities. Number of jobs; Number of new profiles/activities.	Project Report Mission Report Training report Monitoring Report Minutes of the sector/thematic table meetings Attendance lists Business plans Project sheets Gazette official	Motivated operators open to behavioral changes. Flexible and responsive management of microcredit/grant. Application of disciplinary guidelines. Major retailers agree to conduct market tests. Tenders are not subject to delays. Young entrepreneurs and motivated students. There are no restrictions on obtaining visas. Socio-political stability. The institutions' communication priorities remain consistent with the project's objectives.
	R2.4. The integrated and sustainable development of the areas of Médenine, Gabès, Nabeul, Sfax, Bizerte, is improved through the provision to MARPH of coastal development plans (Masterplan) No. development plans	No. of local development plans adopted; No. of financed files	Project Report Mission Report Training report Monitoring Report Minutes of the sector/thematic table meetings Attendance lists Business plans Project sheets Gazette official	Motivated operators open to behavioral change. Young entrepreneurs and motivated students. No difficulty in issuing visas. Socio-political stability. The institutions' communication priorities remain consistent with the project's objectives.
Expected Results	R2.5. Implementation of a national and international communication and visibility	Logo, No. of brochures prepared, No. of videos, Gadgets; 1 project communication plan, No. of seminars and visibility events	Project Report Mission Report Monitoring Report	

	plan to disseminate project results.		Minutes of the sector/thematic table meetings Gazette official	
Activities	R1. Cluster 1.1 Grassroots organizations acquire knowledge and strengthen their skills (SO 1)			
	R1 Cluster 1.2 Network Organizations			
	R1 Cluster 1.3. Institutional and lobbying capacity development			
	R2. Cluster 2.1 Schools and vocational training centers			
	R2. Cluster 2.2 Fishermen's infrastructure (donation)			
	R2. Cluster 2.3 Co-management and certification of clams			
	R3. Cluster 3.1 Training and Technical Assistance (TA)			
	R3 Cluster 3.2 Promotion of fishing businesses and diversification			
	R3 Cluster 3.3 Marketing and Promotion			
	R4 Cluster 4.1. Master plan			
	R5 Cluster 5.1. Communication and visibility			
		Preconditions	- Selection and appointment of representatives of various institutions - Social, economic and political stability - Maintaining sectoral and institutional priorities in favor of coastal communities - Flexibility and synergy between central and regional government structures, the private and/or parastatal sector, research institutes, civil society and coastal communities	

Annex 12: List of documents consulted

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Brochure

Document du projet, y compris : i) le Cadre Logique, les annexes et la délibération

Plan Opérationnel Global 11.05.2020 and annexes

Processus Verbal (PV) Comité de Pilotage (5 PV)

Intermediate advance report CIHEAM et annexes

Final report on the NEMO Kantara project and annexes

CIHEAM / UTSS / INSTM activity reports (2020–2024) – and include:

Final Report NEMO I and II

COVID Stratégie et annexes

Non-onerous variant (31.01.2023 and approval