



## IN-DEPTH EVALUATION OF THE Global Maritime Crime Programme

#### BACKGROUND AND CONTEXT

##### Summary of GMCP

The UNODC Global Maritime Crime Programme - formerly the Counter Piracy Programme (CPP) - is based in Nairobi and provides support to countries in prosecuting piracy suspects and tackling other forms of maritime crime. The GMCP continues to operate in and around the Horn of Africa as it has since 2009 but from March 2013 onward it has expanded into the Indian Ocean and Atlantic.

##### The key objective of the GMCP

To improve the capabilities and capacity of the criminal justice systems of states to carry out effective prevention and prosecution of maritime crimes within a sound rule of law framework.

##### Purpose of the evaluation

The purpose of the evaluation is to assess the transition from the CPP to the GMCP both geographically and thematically in the key areas of relevance, quality of design, effectiveness, efficiency, impact, sustainability, human rights and gender.

##### Methodology of evaluation

The evaluation team used a mix method approach. The data collection and analysis included desk review of appropriate documentation and semi-structured interviews with over 100 stakeholders and direct programme as well as utilising Most Significant Change (MSC) narration. Objectivity was built into the overall methodology by triangulating the information sources and analytical methods.

#### RESULTS

##### The main findings

a) The main finding of this in-depth evaluation report is that the Global Maritime Crime Programme is building on the success of the Counter Piracy Programme and has managed that transition well.

b) Overall the GMCP is impressive. It delivers many effective outputs and has seen those spawn positive outcomes with progress being made toward achieving its overarching objective. This makes it an attractive option for donor and other stakeholder support. Despite an expanding remit the GMCP Team - through its five sub-programmes and projects within those programmes - has managed to retain focus on its core activities targeted at delivering tangible results 'on the ground'.

c) As the programme continues due cognisance should be given to measuring impact, achieving sustainability and ensuring effective integration with other UNODC Global Programmes and thematic areas.



Academic Training on Maritime Issues.

##### Utilisation of the evaluation

With the aim of providing guidance for the stakeholders of GMCP to determine the most appropriate future course of action for the programme.

#### QUICK FACTS

**COUNTRY:**  
Global

**EVALUATION TEAM:**  
Mr. Philip Holihead  
Mr. Peter Allan  
Mr. Adan Ruiz Villalba (IEU)

**PROGRAMME DURATION:**  
March 2013 to present

**Representative:**  
Mr. Jose Vila del Castillo

**PROGRAMME COORDINATOR:**  
Mr. Alan Cole

**DONORS:**  
Australia, Canada, Denmark, EU, Finland, France, Germany, the Netherlands, Norway, the UK and the USA

**MAIN NON-UNODC PARTNERS:**  
Governments of Kenya, Mauritius, Seychelles, Somalia (Federal Government, Puntland and Somaliland) and Tanzania. National counterparts, international organizations and coordination with UNOPS, UNSOM, IMO, UNDP and INTERPOL

**IMPLEMENTING AGENCY:**  
UNODC

**EVALUATION REPORT:**



**Tinyurl Evaluation Report (please click):** <http://goo.gl/Ue8Z1T>

## Main conclusions

The focus on piracy should be retained.

The new geographic and crime areas into which the GMCP has moved contribute both to the Eastern Africa Regional Programme (EARP) and operate within UNODC's Strategic Framework.

The key objective is being achieved.

The GMCP handles the issue of communication and cooperation with external and internal partners, and the donor community exceptionally well and the programme is transparent.

If there is one single issue of efficiency that stands out as not working well it is the length of time it takes to procure equipment and services.

It appears that the GMCP is as efficient as it can be with minimal HQ support. The added value of HQ support in general and in relation to the efficiency of the GMCP should be more closely examined.

The focus is on sustainable capacity building, with a strong emphasis on skills training and mentoring and linkages between all agencies in the justice system.

The protection of human rights is still very much a cornerstone of stakeholder engagement with the GMCP.

## Key UNODC accomplishments

**Police:** Police training is in evidence in all areas. Police mentors have proved to be particularly effective. The practice of providing long-term 'embedded' mentors has been a positive one and donors should continue to be encouraged to support GMCP in this manner.

**Prosecutors:** Small numbers of prosecutors have been trained for piracy trials in a number of States.

**Courts:** The provision of court houses adjacent to prisons is a very positive move and is assisting beneficiaries to conduct secure trails of a variety of high-risk prisoners including piracy and terrorism suspects.

**Prisons:** Prison mentoring is proving particularly effective in developing sustainable changes in the way prisons are run and all beneficiaries are showing commitment to reforming the role which prisons play in the justice system.

**Regional Network:** The Indian Ocean Forum on Maritime Crime established by GMCP promotes cooperation and response to maritime crime issues at the strategic and operational levels.

## Key Recommendations

1. **Procurement:** Whilst abiding by UN rules, a more streamlined procurement process should be considered, especially fully utilizing the SLA with UNOPS.
2. **FCR:** The position of the GMCP with regards to FCR needs to be clarified to ensure focus remains on delivery and best value for money.
3. **Human Rights:** The GMCP should adopt the UN Secretary General's human rights risk assessment approach.
4. **Corporate approach:** This evaluation could not find strong enough arguments to shift the administration of the GMCP from the ROEA to HQ. UNODC under the guidance and advice of ROEA / GMCP senior management and appropriate HQ staff should develop SOPs to ensure UNODC ROs involved in GMCP work outside the Eastern Africa region maintain a corporate approach to the GP.
5. **Focus on piracy:** There is a general and widely held opinion that although incidents of piracy have decreased the GMCP must not lose focus on this issue.
6. **Exploiting wider opportunities:** There remains room for improvement in ensuring the GMCP links into other thematic areas and that opportunities created by the GMCP are exploited by other parts of the ROEA and UNODC as a whole.

## LESSONS LEARNED

The success of the GMCP is based around the strong leadership of the Programme Coordinator and the dynamic approach of the Project Officers. Transparency and delivery make the difference for donor support.

UNODC through GMCP is best placed to take the global lead on piracy.

Mentoring produces positive and better focussed delivery for the beneficiary, but also builds trust and a level of knowledge to provide first-hand feedback on direction and impact of a project.

Improved procurement mechanisms are required to better support Project Officers' ability to deliver timely results.

Improved measurement and analysis of 'impact' and responsiveness to unforeseen positive impacts could be utilized and developed by other UN agencies.

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