

# EVALUATION BRIEFS

## MID-TERM INDEPENDENT PROJECT EVALUATION

# Fisheries Crime Initiative FishNET - a joint project of GLOZ31 and GLOG80

**Region:** Global

**Duration:** November 2016 – October 2020

**Budget:** USD 3,890,891

**Donors:** Norwegian Agency for Development Cooperation (Norad)

**Evaluation team:** Ms. Elca Stigter and Ms. Gohar Petrossian

**Full report:**

[https://www.unodc.org/unodc/en/evaluation/reports\\_year\\_2020.html](https://www.unodc.org/unodc/en/evaluation/reports_year_2020.html)

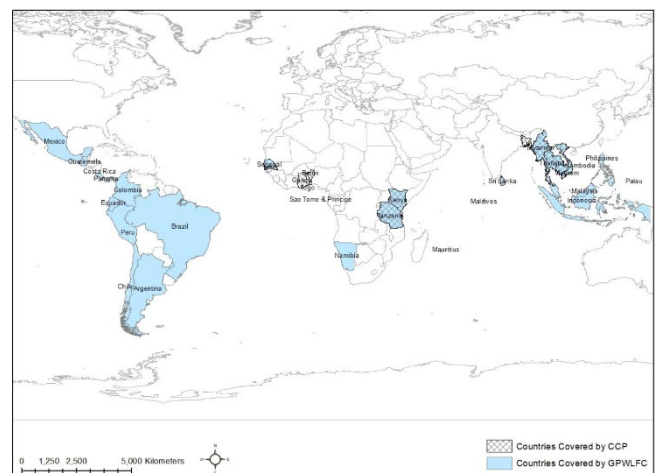
## BACKGROUND AND CONTEXT

Crimes related to fisheries have significant and far-reaching economic, social and environmental impacts, with an estimated economic loss to fisheries crimes of USD 10-23.5 billion.<sup>1</sup> The United Nations Office on Drugs and Crime (UNODC) has a broad mandate in supporting Member States in preventing and responding to transnational organized crime, including fisheries crime. Managed under the **Global Programme for Combating Wildlife and Forest Crime (GPWLFC) (GLOZ31)** and the **Container Control Programme (CCP) (GLOG80)**, the project 'Fisheries Crime Initiative FishNET' (hereinafter referred to as FishNET) has been developed to help Member States 'effectively prevent, identify, investigate, prosecute and adjudicate fisheries crime'. The project has overall funding of USD 3,890,891, with USD 2,531,492 for GPWLFC and USD 1,359,399 for CCP.

## MAIN FINDINGS

The evaluation found that FishNET was **relevant** at the time of its inception, and that it remains relevant to the global priorities that stem from UNGA and CCPCJ resolutions and several Sustainable Development Goals (SDGs), including SDG 14 'Life Below Water'. The **design** of FishNET was further appropriate to some extent. It had been too ambitious for some outcomes because of limited awareness and lack of conceptual clarity on the subject of fisheries crime, and the limited number of relevant partners.

The evaluation also found that FishNET has been **efficiently** implemented to some extent, with the less timely implementation justified by the operational reality for GPWLFC activities, while 9 out of the proposed 13 countries had already been covered under the CCP component. Generally, the quality of the inputs and outputs has been assessed in a positive light, including the flagship publication 'Rotten Fish: A Guide on Addressing Corruption in the Fisheries Sector'. **Partnerships** with international agencies and NGOs have facilitated the implementation of FishNET, and strengthened the overall coordination, efficiency and effectiveness of the project despite the complex landscape of international, regional and national agencies operating in the field of IUU fishing and fisheries crime.



<sup>1</sup> FAO, 2016; Marine Resources Assessment Group, 2008

FishNET has only partly been **effective** considering progress made under the four outcomes. **Sustainability** has been considered to some degree; ownership of results and the explicit commitment to effectuate change has been underlying the selection of beneficiary countries and direct beneficiaries, although limited attention has been paid to the process to institutionalize results. The mainstreaming of **human rights and gender equality principles** has been done to some extent.

## LESSONS LEARNED

**Lessons learned** were found in design and efficiency. An example of a lesson learned is the relatively short planning phase in the first year of implementation, which caused delays, as the testing of working assumptions made in the design phase, and designing changes in the overall direction of, the project, required time and capacity of staff.

## GOOD PRACTICES

**Good practices** were noted in design, efficiency and sustainability. Examples were CCP's comprehensive training package, which included a long-term, constructive approach comprising different training methods, and the methodology of preparing and implementing the 'Rotten Fish' guide of the GPWLFC, which was developed in close cooperation with UNODC's Corruption and Economic Crime Branch. This included the use of regionally and technically diverse small expert groups during its design process, the investment in editing to get a user-friendly guide accessible to a large audience, and the participatory methodology for planning given in the guide.



## METHODOLOGY

The independent evaluation was undertaken from October to February 2020 for accountability and learning purposes. This evaluation covered the period from 15 November 2016 until 8 November 2019, which was the end date of a one-week evaluation mission to Vienna. The geographical coverage of the evaluation was global, which was accomplished



INDEPENDENT EVALUATION SECTION

<https://www.unodc.org/unodc/en/evaluation/unodc-ies@un.org>

by 33 in person, phone and Skype interviews with main stakeholders (19 male/14 female), namely UNODC staff and consultants, beneficiaries, partners, and the donor. The mixed-method methodology also comprised a desk review of 70 UNODC and 90 external documents.

## RECOMMENDATIONS

*Please note: the full recommendations can be found in the final evaluation report on the IES website.*

1. Request a no-cost extension until 31 December 2020, and design FishNET phase II based on good practices and lessons learned.
2. Strengthen coordination on substance matter.
3. Review cross-divisional project management arrangements to strengthen coordination.
4. Engage in a dialogue with UNODC senior management on promoting a joint UNODC position on fisheries crime.
5. Clarify the concept of fisheries crime more comprehensively.
6. Strengthen sustainability by introducing long-term planning for all outcomes, and supporting the institutionalization of results.
7. Continue to clarify, nurture and strengthen partnerships with GPs and relevant organizations.
8. Strengthen design, monitoring and UNODC reporting.
9. Explicitly mainstream human rights and gender equality principles.