

**Midterm Review of the Project TMT Fisheries  
Intelligence and MCS Support in West Africa  
(Raf-14/0025)**  
Final Report

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**FINAL REPORT**



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## ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
ATLAFCO	Ministerial Conference on Fisheries Cooperation among African States Bordering the Atlantic
AU	African Union
CAMFA	Conference on African Ministers
COREP	Regional Fisheries Commission for the Gulf of Guinea
CT	Coordinating team
ECOWAS	Economic Community of West African States
EJF	Environmental Justice Foundation
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FCWC	Fisheries Committee of the West Central Gulf of Guinea
IOC	Indian Ocean Commission
IOTC	Indian Ocean Tuna Commission
IUU	Illegal, Unreported and Unregulated
LOA	Loan of Agreement
MCS	Monitoring, Control and Surveillance
MESA	Monitoring for Environment and Security in Africa
M&E	Monitoring and Evaluation
MOFA	Ministry of Foreign Affairs
MTR	Mid Term Review
NEPAD	New Partnership for Africa's Development
NFDS	Nordenfjeldske Development Services
NGO	Non-Governmental Organization
NOAA	National Oceanic and Atmospheric Administration
NOK	Norwegian Krone
Norad	Norwegian Agency for Development Cooperation
NWG	National Working Group
PESCAO	Support to West Africa FISHERIES' Sector, its Security and its Control
PSMA	Port State Measures Agreement
RBM	Result-based management
RPOA-IUU	FCWC Regional Plan of Action on IUU fishing
SIF	Stop Illegal Fishing
SRFC	Sub-Regional Fisheries Commission
TMT	Trygg Mat Tracking
TT	Technical Team
UEMOA	Economic and Monetary Union of West Africa
USAID	United States Agency for International Development
WARFP	West African Regional Fisheries Project

## EXECUTIVE SUMMARY

The project “Fisheries Intelligence and MCS Support in West Africa” - hereafter called the Project - was developed by Trygg Mat Tracking (TMT) within a partnership with the Fisheries Committee of the West Central Gulf of Guinea (FCWC).

The Project is supported by the Norwegian Agency for Development Cooperation (Norad) and is implemented by TMT, in close cooperation with and support from Stop Illegal Fishing (SIF), NFDS (Nordenfjeldske Development Services) and both the Secretariat and Member States (Benin, Cote d’Ivoire, Ghana, Liberia, Nigeria, and Togo) of the FCWC.

The overall objective of the Project is to contribute to increased compliance with fisheries legal frameworks in the FCWC area. The approach underpinning the Project is innovative in West Africa with FCWC countries since it mainly rests on the sharing of intelligence and information to spur enforcement actions against illegal fishing operators. Other significant domains of actions include support to the development of cooperation in fisheries Monitoring, Control and Surveillance (MCS) and enforcement and to capacity building of enforcement agencies in the FCWC area.

The Project aims to build on existing legal and policy frameworks and other initiatives aimed at combatting Illegal, Unreported and Unregulated (IUU) fishing in the FCWC area. The Project should be considered as a contribution to the regional initiative to stop illegal fishing in the FCWC area. Other national and regional efforts for improved fisheries MCS also contribute to this initiative.

The Project also aims to make use of lessons learned from the TMT and NFDS work in the context of the Fish-i Africa ([www.fish-i-africa.org](http://www.fish-i-africa.org)) initiative and in Liberia during the pre-phase.

The concept of the Project which includes the establishment of a regional Task Force is also expected to be extended to a wider West African region and linked with other Task Forces in Africa.

Finally, it should be stressed that the Project is based on a broad partnership involving public institutions such as Norad and the FCWC Secretariat and Member States, non-governmental institutions such as TMT and SIF, and private partners like NFDS.

Funding provided by Norad is around NOK 12 million, with a total duration of 3 years. The Project is implemented by TMT. It became effective 15 November 2014.

According to the Project agreement between Norad and TMT, a Midterm Review (MTR) was to be held during the first half 2016. The MTR was conducted from July to August 2016. The specific purposes of the MTR were threefold: (i) Evaluate the level of implementation of the Project at the date of the review according to plan and budget; (ii) Appreciate whether the Project is on track in contributing to improved compliance within industrial fishing operations in the target countries and wider region; (iii) Make proposal and recommendations on how the Project could be further improved in the remaining Project period.

### **Key findings of MTR**

The relevance of the Project is very high when considering its contribution to the regional initiative to stop illegal fishing in the FCWC area as well as its alignment with fisheries policies in the FCWC countries which consider the fight against IUU fishing a priority. There are also complementarities and synergies between the Project and other national and regional efforts dealing with improved MCS in support of the regional initiative.

Progress made by the Project after 20 months of implementation is remarkable. In spite of some delays observed at the beginning of the Project, the work plan is generally followed and outputs delivered according to annual plan and budget. This can be largely attributed to the large adhesion of each partner to the Project concept and further political support provided by the FCWC Conference of Ministers. This can also be attributed to the quality of work delivered by TMT and its technical partners including SIF and NFDS as well as to the enabling environment facilitated by the FCWC General Secretary.

The Project is effective in the way that the Project is progressing well in terms of outputs and outcome deliveries as well as in terms of process (governance) with specific mention to the formal establishment of the West Africa Task Force (WATF) as a subsidiary body of FCWC. Progress made towards the development of the WATF concept is very satisfactory. This concept is based on four main interrelated pillars: WATF, Interagency National Working Groups (NWGs), basecamp system, and Technical Team (TT).

The quality of the outputs is generally remarkable and the Project has already generated positive effects towards more effective cooperation in fisheries MCS and enforcement in the FCWC area and improved MCS and enforcement capacities at national and regional levels.

Main achievements of the Project at the time of MTR are as follows:

- WATF is established within FCWC structures and is fully operational;
- Basecamp communication platform is operational and intelligence provision and sharing by and between countries and TT is on-going;
- Communication plan is relatively well advanced, although some adjustments are needed (on-going);
- Significant progresses have been made towards the setting-up and operationalization of Interagency NWGs, which play a key role in the WATF concept;
- The capacity of enforcement agencies involved in MCS and chain of custody has been significantly increased as a result of trainings and toolbox contained in the basecamp system;
- Specific intelligence and MCS support to countries is being provided on a case by case (upon request).

Overall, the effectiveness and efficiency of the Project have proved to be very satisfactory.

The partnership has been beneficial to each key partner including the FCWC Secretariat and Member States and TMT and its technical partners such as SIF and NFDS.

The management of the Project by TMT is satisfactory when considering the benefits that have been produced so far by the intervention. However, in order to strengthen the partnership and to promote the sustainability of the WATF concept, there is a need to ensure further involvement of the FCWC Secretariat and TMT technical partners in Project management.

The Project is on track in contributing to increased compliance within industrial fishing operations in the FCWC area and more generally in West Africa through the development of the WATF concept. Time needed to develop and sustain such innovative process will however exceed the duration of the Project, unless a phase 2 of project is confirmed. Moreover, the achievement of the overall objective of increased compliance will also depend on other national and regional efforts supporting the regional initiative. In a longer term, this will also involve promoting similar WATF concepts and gradually linking the WATF to other Task Forces in West Africa including in the Sub-Regional Fisheries Commission (SRFC) and Regional Fisheries Commission for the Gulf of Guinea (COREP) areas. The challenge related



to the extension of the WATF concept to wider West Africa should however remain out of the scope of the Project in the remaining time period.

In the remaining Project time period (15-16 months), focus should be placed on confirming the validity of the WATF concept and starting to further convince decision-makers to contribute to its sustainability. During this period, the Project should also continue to support the development of cooperation in fisheries MCS and enforcement and capacity building of enforcement agencies in the FCWC area. In the meantime, the Project should also contribute to the preparation of a second phase whilst making use of lessons learned during phase 1.

Therefore, priorities in the remaining Project period should be placed on:

- 1) Consolidating the effectiveness of the WATF concept including continuing developing intelligence provision and exchange in basecamp and building the capacity of the interagency NWGs;
- 2) Integrating, where relevant, WATF decisions and requests in the programming of activities of the Project (e.g. develop a strategy for a regional approach to reefer controls);
- 3) Increasing the capacity of TT to deliver adequate support to countries for MCS and chain of custody in a responsive manner, with the aim of increasing the number of successful vessel controls and prosecutions;
- 4) Contributing to activities that are not in the direct scope of the Project such as improved MCS systems and legal frameworks but that are necessary for the success of the Project and the FCWC regional initiative;
- 5) Contributing to the preparation of possible Phase 2 of Project focusing on the sustainability of the WATF concept, the wider strengthening of MCS systems including legal frameworks in FCWC countries, and the promotion of similar WATF concept in other West African groupings

Furthermore, there may be a need for a budget revision to ensure that activities relating to important components of the WATF concept that are included under outcome 1 (WATF meetings, TT, basecamp) can continue to be adequately financed in the remaining Project time period. This question will have to be raised by the next Coordinating Team (CT) meeting, whilst taking also into consideration the flexibility of the mechanism to adopt Project annual implementation plans and budget.

Moreover, in order to better address the need to contribute to the realization of some conditions of success of the Project regarding the overall objective of improved compliance, possibly through bringing further partners to the initiative, it could be necessary to add a third outcome dealing specifically with Project contribution to the strengthening of the existing MCS systems and legal frameworks in the FCWC area. Such outcome could also include activities aimed at contributing to the preparation of Phase 2 of the Project.

### **Recommendations of MTR**

1. A one day meeting of the Coordinating Team should be held before the end of November 2016 (one year before the closing of the Project, phase 1), with the objective of reviewing the work plan for 2017 based on:
  - a. Initial work plan of the Project;
  - b. Insights of MTR;
  - c. Proposed corrective measures regarding training and communication activities (see Table 7);
  - d. Proposed list of outputs and activities under possible outcome 3 (see Table 8).

2. The main partners should be further involved in the management of the Project in order to contribute to the sustainability of the intervention. This should involve enabling the participation as observer of the FCWC General Secretary to the last annual meeting between TMT and Norad (to be held tentatively in March 2017), as well as circulating the minutes from annual meetings to all members of CT.
3. The collaboration between TMT, FCWC and broader CT members for specific fund-raising and for promoting dialogue with other partners should be strengthened. The objective would be to promote actions that are not in the direct scope of the Project but that are believed to significantly contribute to increased compliance in the FCWC area (improved MCS, improved legal frameworks, harmonization of legal provisions, etc.).
4. The preparation of a wider strategic programme to implement the regional initiative to stop illegal fishing in the FCWC area, where Project Phase 2 would become a key component, should be promoted. Such recommendation aims at contributing to the sustainability of the WATF concept by confirming the formal link of the Project with the FCWC regional initiative. It also aims at promoting further complementarities and synergies with other national and regional efforts contributing to the regional initiative.
5. A process for preparing a project document for phase 2 of the Project should be launched before the end of 2016, in close consultation with the FCWC Secretariat and Member States. Project formulation should also make use of lessons learned during phase 1 of the Project regarding project design, governance and management.

## 1. INTRODUCTION

### 1.1. Background, Scope and Purpose of the MTR

The project “Fisheries Intelligence and MCS Support in West Africa” - hereafter called the Project - was developed by Trygg Mat Tracking (TMT) within a partnership with the Fisheries Committee of the West Central Gulf of Guinea (FCWC)<sup>1</sup>. The Project is a contribution to national and regional efforts to combat Illegal, Unreported and Unregulated (IUU) fishing in the FCWC area.

The Project is supported by the Norwegian Agency for Development Cooperation (Norad).

The Project is implemented by TMT, in close cooperation with and support from Stop Illegal Fishing (SIF), NFDS (Nordenfjeldske Development Services) and both the Secretariat and Member States (Benin, Cote d’Ivoire, Ghana, Liberia, Nigeria, and Togo) of the FCWC.

The Project agreement (Grant Letter for RAF-14/0025) was signed on 6 November 2014, with a total duration of 3 years. Funding provided by Norad is NOK 11,692, i.e. about NOK 4 million per year. The Project became effective 15 November 2014.

The Project agreement prescribes a Mid-Term Review (MTR) to be held during the first half 2016. The timing and Terms of Reference (ToR) for the MTR were drafted by TMT and approved by Norad. ToR are given in Annex 1.

The specific purposes of the MTR were threefold: (i) Evaluate the level of implementation of the Project at the date of the review according to plan and budget; (ii) Appreciate whether the Project is on track in contributing to improved compliance within industrial fishing operations in the target countries and wider region; (iii) Make proposal and recommendations on how the Project could be further improved in the remaining Project period (with due consideration to improved effectiveness and efficiency and increased likelihood of sustainability).

The MTR reported in this document was carried out between 1<sup>st</sup> July and 20 August 2016.

### 1.2. Method and Organisation of the MTR

The MTR was carried out by a team of two experts bringing together a diversity of perspectives and experiences independent of the teams responsible for planning and implementing the Project.

The MTR took place during July-August 2016. The active review period was about 6 weeks, hereof 10 days in West Africa (Ghana and Gambia). The final structure of the assignment and time schedule of the MTR is provided in Table 1.

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<sup>1</sup> The FCWC is an inter-governmental regional fisheries body established in 2007 by a Convention. The Contracting parties to the Convention are: Benin, Côte d’Ivoire, Ghana, Liberia, Nigeria and Togo. The FCWC has an advisory mandate, and provides advice, decisions or coordinating mechanisms that are not binding on their members. The objective of FCWC is to promote cooperation among the FCWC Member States with a view to ensuring, through appropriate management, the conservation and optimum utilization of the living marine resources and encouraging sustainable development of fisheries based on such resources in the FCWC area.

**Table 1. Final structure of the assignment and time schedule of MTR team**

Task	Dates/Period	Duration
<b>Preparation/Inception phase</b>		
First contact with TMT and Norad by Skype	23 June	-
Documentation analysis	07-12 July	4 days
Inception meeting with TMT and Norad by Skype	15 July	1 day
Preparation of draft Inception report	13-19 July	4 days
Comments on draft Inception report	22 July	-
Finalization of Inception report	22-23 July	1 day
<b>Field Trip to West Africa</b>		
Mission to Ghana (incl. travel)	23-30 July	7 days
Mission to Gambia (incl. travel)	31 July–02 Aug.	3 days
<b>Report writing phase</b>		
Preparation of main findings	4-5 August	2 days
Comments on main findings	10 August	-
Preparation of draft report and PowerPoint	11-16 August	4 days
Mission to Oslo	17-18 August	2 days
Finalization of report	19-22 August	2 days

The MTR team analysed a large number of documents used or produced by the Project. The list of main documents consulted is given in Annex 2. Other documents of relevance for the MTR were also consulted, including grey literature on Fish-I Africa<sup>2</sup>.

The field trip in West Africa included a visit in Ghana in the period corresponding to the holding of a regional training workshop organized by the Project. This offered a very good opportunity to conduct direct interviews with most of Head of MCS from the FCWC countries in the course of collective meetings organized by cluster: one for English-speaking and one for French-speaking. This was also a very good opportunity to discuss with key technical partners of the Project including TMT, FCWC and NFDS. Fisheries Director from Ghana and Liberia could also be met during the field visit, respectively in Ghana and in Gambia. Skype/phone conversations were also held during the field trip with Fisheries Director and Head of MCS who could not be met during visits in Ghana.

The MTR team adopted a consultative and transparent approach through semi-structured interviews with the Project's key stakeholders so as to record and take their perspectives and opinions into account. Questionnaires were also sent before the field mission to all Fisheries Directors and Head of MCS to complete the gathering of and information necessary for the review (the questionnaires are annexed to the MTR Inception Report). Main categories of stakeholders consulted during the MTR included:

- Norad: Senior Fisheries Advisor, Coordinator for Fisheries for Development

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<sup>2</sup> Fish-i Africa was formed in late 2012 with the aim to improve cooperation, information and intelligence sharing in order to take enforcement actions against illegal fishing operators in the Western Indian Ocean area with focus on tuna fishing vessels. A Fish-i Africa Task Force was established to enable authorities to identify and act against IUU fishing. The aim is to build a robust and effective mechanism to catalyse enforcement actions and ultimately to secure a sustainable end to illegal fishing in this area. The Task Force countries of Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia and the United Republic of Tanzania form the core of FISH-i Africa. The coordinating team is led by SIF, supported by The Pew Charitable Trusts and technically advised by NFDS and TMT. Further technical advice is provided through the Indian Ocean Tuna Commission (IOTC), Indian Ocean Commission (IOC) and other experts. See also [www.fish-i-africa.org](http://www.fish-i-africa.org).

- TMT: Chief Analyst, Assistant Analyst, (former and current) Managing Director, Regional Field Coordinator
- FCWC Secretariat: General Secretary, Communication Officer
- FCWC Member States: Fisheries Directors, Head of MCS
- Technical partners directly or indirectly involved in project implementation and coordination: NFDS, SIF, NOAA (National Oceanic and Atmospheric Administration)
- SRFC countries (in Gambia): Fisheries Directors and Head of MCS

The approach for ensuring the triangulation of data and information gathered by the MTR consisted of combining different sources including:

- Documentation analysis;
- Individual or collective discussions with Fisheries Director and Head of MCS;
- Individual discussions with TMT, Norad, FCWC Secretariat, NFDS, SIF and NOAA;
- Analysis of questionnaires sent to countries;
- Review of materials produced by the Project (such as toolbox contained in Basecamp, agendas and materials developed for the regional and national workshops, technical reports).

A wrap-up meeting between the MTR team, the TMT Chief Analyst and the FCWC General Secretary was organized at the end of the visit in Ghana. This meeting was a good opportunity to present and discuss the outlines of the main preliminary findings of the MTR and to further elaborate on how the Project could be further improved in the remaining Project period.

The detailed work programme of MTR team during field visit is given in annex 3.

### 1.3. Limitations

In the short time available, the MTR team was not able to contact or exchange with all key representatives from the direct beneficiaries of the Project. These included the Fisheries Directors of Benin, Côte d'Ivoire and Nigeria. Note however that the Fisheries Director of Benin could fulfil the questionnaire and send it to the MTR in due time.

Furthermore, due to circumstances beyond the team's control, Liberia could not be visited as it was initially scheduled (see MTR Inception Report). This could have given the opportunity to conduct in-depth analysis of Project activities in this country and to further analyse lessons learned from previous support provided by the World Bank and Norad in fisheries intelligence and MCS. As mentioned above, the MTR team could however meet with the Liberia Head of MCS in Accra and the Fisheries Director in The Gambia. Other resource persons from Liberia including Legal Advisor participating in the regional workshop could also be met in Accra.

## 2. CONTEXT OF THE PROJECT

Marine fisheries play a significant role in the economies of West African countries. However, most of resources are under threat and the potential for growth, employment and budget revenues in the countries is far from being fully expressed. These are the results of weaknesses in the governance system, including weak MCS and enforcement capacities, and high incidences of IUU fishing, particularly within industrial fishing operations. Industrial fishing operations in West Africa involve tuna vessels, including distant water fishing nation's fleets, trawlers and purse-seiners targeting small pelagics as well as associated reefer/supply vessels.

In West Africa, most of IUU fishing within industrial fishing operations relates to vessels operating with false or forged documents (e.g. vessel registration certificates, fishing licences, catch certificates), vessels practicing the whitewashing of illegal fish through transshipments, and vessels operating in inshore zones reserved for artisanal fisheries. The economic losses resulting from IUU fishing could be close to US dollars 1.3 billion per year in West Africa<sup>3</sup>.

TMT is a Norwegian foundation specialized in the provision of intelligence on IUU fishing and MCS support internationally, with a particular focus on supporting African coastal States. TMT is a key member of a number of initiatives in Africa supporting enforcement agency efforts to combat IUU fishing and fisheries crime (violations of other laws such as labour, tax, smuggling etc. within the fisheries sector). Particular focus has been on strengthening regional cooperation among enforcement agencies, providing vessel intelligence, building capacity in vessel MCS, and directly supporting illegal fishing investigations and prosecutions.

TMT and NFDS have been engaged in West Africa region since 2010, in particular in Liberia for MCS and legal support under the World-Bank funded West African Regional Fisheries Project (WARFP), and intelligence and vessel tracking supported by a one-year Norad-funded “pilot” project on improved fisheries governance. These have contributed to several investigations and prosecutions leading to the collection of significant money in fines to the benefit of the Liberian Government (about US dollar 6 million in 2014). Other lessons learnt from these activities have included the demonstration of the value of promoting cooperation and intelligence sharing with other countries, including Eastern African countries participating in Fish-i Africa in the Western Indian Ocean, in order to gain effectiveness and efficiency in dealing with illegal fishing cases.

The experience and success accumulated since 2010 lead TMT to develop the Norad supported project ‘Fisheries Intelligence and MCS Support in West Africa’ early in 2014. The Project was developed in close consultation with relevant organisations and countries, including the FCWC Secretariat and Member States. In particular, the draft Project Document was discussed in the margins of the Conference of Ministers of FCWC held in Cotonou in December 2013.

During the preparation phase, the Project was developed with the goal of it being a stepping stone of a process aimed at gradually developing a Task Force model in West Africa based on Fish-i Africa, as well as a platform to work with other partners towards this goal. Moreover, the Project was intended to start with a limited number of West African countries, mostly including FCWC countries. It was finally agreed that the Project would initially focus on FCWC area with direct beneficiaries being the FCWC Secretariat and Member States. This would constitute Phase 1 of the process - bearing in mind that project in Liberia was a “pilot” phase in the process. One of the most challenging issues to be addressed during Phase 1 was to establish a West African Task Force.

It was further anticipated that the process would be over time extended to other countries in the region beyond the scope of the initial Norad funding, through possibly planned phases as follows. Phase 2 (Year 3-5) would include Senegal and The Gambia, both being Member States of the Sub-Regional Fisheries Commission (SRFC), and Gabon, a Member State of the Regional Fisheries Commission for the Gulf of Guinea (COREP). Thereafter, Phase 3 could gradually involve all Member States of both SRFC and COREP.

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<sup>3</sup> This figure was extracted from a Contextual Document that was prepared for a Regional Workshop on «Monitoring, Control and Surveillance (MCS), an effective tool to fight against IUU fishing» organized by ATLAFCO, Marrakech, Morocco, 27-28 October 2015.

It was also anticipated that the West African Task Force would be gradually linked to other Task Forces, such as FISH-i Africa, and strengthened into a network of Task Forces across Africa. It should be noted that SIF is at the forefront of this Panafrican initiative with NEPAD and AU.

### 3. PROJECT CONCEPT AND DESIGN

#### 3.1. Concept

The overall objective of the Project is to contribute to increased compliance with fisheries legal frameworks in the FCWC area and more generally in West Africa. The approach underpinning the Project is innovative in West Africa since it mainly rests on the sharing of intelligence and information between fisheries enforcement officers, technical experts, regional organisations and other regional and global players to spur enforcement actions against illegal fishing operators. In particular, the Project aims to build on the capacity building of national and regional players, the development of practical tools using advanced technology, and the setting-up of collaborative institutional mechanisms between and within FCWC countries.

The Project also aims to build on existing legal and policy frameworks and other initiatives aimed at combatting IUU fishing in the FCWC area. The legal framework comprises two binding agreements, namely the 2013 Convention on Minimum Requirements for Access to the Fishery Resources of the Area of the FCWC and the 2014 Convention on the Pooling and Sharing of Information and Data on Fisheries in the Zone of the FCWC<sup>4</sup>. The policy framework makes reference in particular to the FCWC Regional Plan of Action on IUU fishing (RPOA-IUU) that was adopted by Ministerial Declaration in 2009. Other initiatives aimed at stopping illegal fishing in the FCWC area include the development (on-going) of a regional register on fishing vessel authorized to fish in the region.

The Project should be considered as a contribution to the implementation of the overall regional initiative aimed at increasing compliance with fisheries legal frameworks in the FCWC area. Consequently, the achievement of such broad objective would be partly dependent on the success of the Project and partly on national and regional efforts aimed at strengthening the MCS and enforcement capacities of FCWC countries.

Moreover, the Project is intended to make use of lessons learned from TMT, NFDS and SIF work in the context of Fish-i Africa initiative and in Liberia.

Finally, it should be stressed that the Project is based on a broad partnership involving public institutions such as Norad and the FCWC Secretariat and Member States, non-governmental institutions such as TMT and SIF, and private partners like NFDS. Each partner contributes to the success of the regional initiative including through raising additional funds to the initial Norad funding to support the implementation of the Project. Other partners can also

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<sup>4</sup> The 2013 Convention on access outlines areas for harmonisation related to licensing, access, registers, technical measures, reporting and enforcement. The 2014 Convention on information sharing provides for the establishment of a joint database and information system including information and data on MCS, and the creation of a sub-regional register of vessels engaged in fishing in the FCWC area, including carrier and support service vessels.

contribute technically and/or financially to the initiative (e.g. partnership with NOAA, LOA with MESA project<sup>5</sup>).

This partnership is quiet innovative in the West African context where fisheries administration have traditionally worked through Governmental to Governmental cooperation arrangements. Note also that the Norwegian development aid in fisheries has been usually based on Governmental to Governmental cooperation.

The activities of the Project are articulated around four main domains of actions:

- (i) Strengthening regional cooperation among enforcement agencies to stop illegal fishing through supporting the establishment and operationalization of a West Africa Task Force (WATF);
- (ii) Establishing a regional platform for intelligence provision and sharing (basecamp system);
- (iii) Providing vessel intelligence, MCS and legal support to enforcement agencies including investigations and prosecutions; and
- (iv) Building capacity of national fisheries authorities to be able to effectively act on fisheries intelligence to improve compliance by fishing operators through targeted training at the regional and national levels and support to interagency cooperation.

All Project activities are supported by a Technical Team (TT) made of regional and international experts. These experts are either directly supported by the Project or by other partners or players. For instance, a legal expert from NOAA has recently joined the TT.

### 3.2. Design

In the Result-Based Management (RBM) matrix annexed to the Project Document dated May 2014, the overall objective of the Project includes “more effective governance of regional fisheries resources in Western Africa, contributing to increased compliance in the region with fisheries legal frameworks, and improved fisheries stocks and national economic benefits”. The planned outcomes to reach this overall objective are that: a Collaborative platform for intelligence provision and exchange on regional West African fisheries is developed and in operation; and National fisheries authorities in Western Africa are able to effectively act on fisheries intelligence to improve compliance of national and international fisheries regulations.

Moreover, one of the main assumptions for the Project to succeed is that national authorities of beneficiaries are well informed about the goals and benefits of the Project, including the existing links between the Project and the regional initiative to stop illegal fishing in the FCWC area, and are sufficiently motivated to participate in the Project.

The activities are organized into nine outputs. The RBM matrix was slightly reorganized during the Project implementation process, including by further specifying the meaning and phrasing of some outputs. Table 2 provides for a summary of the last version of the outcomes and outputs in the RMB matrix.

More detailed information on the matrix is given in annex 4.

The development objective of the Project makes reference to several challenges including improved governance, increased compliance, improved fish stocks and increased wealth

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<sup>5</sup> The EU-funded MESA project (Monitoring for Environment and Security in Africa) aims at promoting inter alia interagency cooperation in the marine sector and information provision on fishing vessels movements in West Africa.



generation in the fisheries sector. In the meantime, the theory of change underpinning the Project is clearly to contribute to increased compliance within industrial fishing operations in the FCWC area by strengthening cooperation fisheries MCS and enforcement, introducing innovative mechanisms for intelligence provision and sharing and contributing to improved MCS and enforcement capacities at national and regional levels.

**Table 2. Outcomes and outputs**

<p><b>Outcome 1. A Collaborative platform for intelligence provision and exchange on regional West African fisheries is developed and in operation</b></p>	Output 1.1 Establish and maintain project governance and management structures
	Output 1.2. System for project data collection and sharing of West-African fisheries intelligence developed and maintained
	Output 1.3 National, regional and international legal frameworks supported
<p><b>Outcome 2. National fisheries authorities in Western Africa are able to effectively act on fisheries intelligence to improve compliance of national and international fisheries regulations</b></p>	Output 2.1 Intelligence based on project data collection and analysis system provided to fisheries authorities (first year these reports will be basic)
	Output 2.2. Capacity in national fisheries authorities to interpret fisheries intelligence improved
	Output 2.3. Ongoing support (based on intelligence) to wider national and regional fisheries MCS efforts provided
	Output 2.4 National authorities capacity to build cases from fisheries intelligence through to prosecution increased
	Output 2.5. Collaboration between domestic fisheries agencies improved
	Output 2.6. Regional and international collaboration on MCS in West-African fisheries increased

The links between the outputs, the outcomes and the development objective are straightforward. In the meantime, an in-depth analysis of activities tends to show that further reorganisation of the RBM matrix would be needed for monitoring and evaluation (M&E) purpose. For instance, activities under Outcome 1 could be divided into 6 outputs (instead of 3 outputs) as follows: (i) Project structure and management, including Technical Team and Coordinating Team; (ii) Communication strategy; (iii) WATF; (iv) Partnership to create a basis for wider Project support and to synergize efforts towards fighting against IUU fishing; (v) Basecamp system; and (vi) Legal-orientated activities. In order to facilitate the measurement of the progress made regarding the implementation of the Project (see section 6 “Level of achievement of results”), this suggested reorganisation of activities by recombined outputs will be used.

Another weakness of the RBM matrix is that activities aimed at contributing to the realization of the main assumptions for the Project (i.e. desirable expected situation) are not sufficiently explicit. This makes reference in particular to the strengthening of existing MCS systems and related legal frameworks<sup>6</sup>. This is not in the scope of the Project which focusses on the inclusion of intelligence in fisheries MCS and enforcement. Meanwhile, in the absence of significant progress made in this domain, the impact of the Project to the development objective (increased compliance) shall be lower than expected. The Project has considered this issue through certain activities under Outputs 1.3 (Legal) and 2.6 (Collaboration on

<sup>6</sup> An assessment of the MCS systems and related legal frameworks in countries participating in the initiative was done at the time of the formulation of the Project (see also “Country MCS Profiles” annexed to the Project Document). This baseline highlighted that gaps and weaknesses of MCS systems were numerous in most countries.

MCS), which however do not directly relate to any of the two outcomes. In order to facilitate the M&E of the Project, to further improve the visibility of the Project and to facilitate the development of collaboration with other technical and financial partners involved in the FCWC area, it would have been necessary to add a separate outcome dealing specifically with the contribution of the Project to the strengthening of the existing MCS systems and related legal frameworks in the FCWC area.

### Risks to the Project

The Project aims at improving the capacity of fisheries authorities in West Africa to gather and interpret intelligence on IUU fishing in their waters, and then act at the national and regional levels to enforce controls and achieve compliance of fisheries legal frameworks. As indicated in the Project Document, this is a complicated and ambitious task involving a number of risks. Since the starting of the initiative, a number of internal and external risks to the Project have been identified by TMT and Norad. The 2015 Progress Report provides for an up-dated list of eight identified risks to the Project (see table 3).

Based on interviews with key partners of and direct beneficiaries to the Project, analysis of annual Progress Reports and minutes from annual meetings between TMT and Norad, analysis of the TMT Ethical Guidelines, as well as analysis of contractual arrangements between TMT and Project partners including the FCWC Secretariat, it is the opinion of the MTR that the management of the main risks to the Project has been satisfactory.

**Table 3. Handling of identified risks to the Project**

Identified risks	Comments on how TMT has managed the identified risk
<b>Internal risks</b>	
1) Staff and partners with relevant skills are hard to recruit	The recruitment of required expertise in due time was successful, particularly for the Anglophone countries. TMT has recently further developed external funding to provide the francophone countries with additional focussed support. A new Analyst position within TMT focusing on Francophone countries is expected to be fulfilled in September-October this year.
<b>External risks</b>	
2) National representatives of the relevant type are not available to participate in the WATF	The political support expressed to the Project and the adoption of the WATF concept by the FCWC Conference of Ministers in Dec. 2015 has rendered this risk negligible. The risk will continue to reduce as the Project continues to achieve results in terms of strengthened cooperation in fisheries MCS and enforcement and contribution to increased compliance in the FCWC area through the WATF concept. In order to render this risk negligible, decisions of and requests from WATF meetings will also have to be adequately integrated in the programming of activities in the remaining Project time period.
3) Ebola-epidemic reduces governments' possibility to participate in project	The Ebola-epidemic risk is currently low in the FCWC area. During the Ebola outbreak, no workshops were held in Liberia. However country visits were paid by the TMT Chief Analyst and Liberia representatives were full participants in the WATF meetings and regional workshops.
4) Access to intelligence on fisheries in region is hindered	This risk, although real, has remained low due to the positive interest vis-à-vis the Project and the results achieved so far. This has also resulted from the relevance of the Project when considering the FWCW agreement on information sharing and political support provided by the last Conference of Ministers. Interestingly, the last WATF decided to share the lists of vessels licensed to fish within the EEZ and external waters in the basecamp system, which is typical internal information. However, in order to continue preventing this risk, it will be important to develop specific protocols for the sharing of information through

	basecamp as it was mentioned by some countries.
5) Relevant fisheries authorities do not request intelligence offered from TMT	TMT and wider TT have been considered as key partners to the regional initiative aimed at stopping illegal fishing in the FCWC area, which has lowered this risk. This has resulted from the ownership of the Project by the countries and the close relationships developed between TMT and the FCWC General Secretary. This also has resulted from the capacity of TT to be responsive in providing technical advice to countries upon request. In order to continue managing this risk, it will be important to make sure that inputs allocated to TT will remain in adequacy with future country demand in a context where the latter is expected to increase in the remaining Project time period.
6) Regional collaboration is hindered by political agendas	During the first year of the Project, focus was placed on promoting a full buy-in of the Project by the countries including through supporting the elaboration and the adoption of the terms of reference of the WATF by the FCWC Conference of Ministers, in line with the regional legal and policy frameworks. This was essential to adequately manage the risk of a lack of engagement of countries to cooperate in fisheries MCS and enforcement through the WATF concept.
7) Political instability within project countries	Since the beginning of the Project, this risk has remained low in the FCWC area and this is believed not to be an issue for the all duration of the Project.
8) Project partners misuse project funds	This risk has been primarily managed through the direct management of the majority of Project funds by TMT itself. The limited funds that have been transferred through to the FCWC Secretariat have been spent in accordance with an LOA with TMT and with the sign off by the TMT Chief Analyst.

## 4. RELEVANCE OF THE PROJECT

### 4.1. Relevance to the Direct Beneficiaries Needs

Since its establishment in 2007, the FCWC has been quiet active regarding the objectives of improving fisheries management and fighting against IUU fishing in its area of competence. The adoption of an RPOA-IUU in 2009, the promotion of a regional register of fishing vessels operating in the FCWC area since 2011, and the adoption of a Convention on information sharing in 2014, are indications that the fight against IUU fishing is clearly a priority domain for cooperation among the FCWC Member States.

The Project aims to contribute to the regional initiative to stop illegal fishing in the FCWC area. The last FCWC Ministerial Meeting held in December 2015 also expressed its political support to the Project through adopting a specific recommendation, thereby confirming the high relevance of the Project to the FCWC needs.

The Project objective is also in line with priority objectives of national fisheries policies in the FCWC Member States. The fight against illegal fishing is clearly stated in several fishery policy documents or in policy documents dealing with the maritime sector (e.g. *Projet de Stratégie nationale pour la mer et le littoral: Priorités pour l'action de l'Etat en mer au Togo*).

Moreover, one of the main binding international agreements relevant to IUU fishing includes the 2009 Port State Measures Agreement (PSMA). Liberia, Nigeria and Togo are in the process of acceding to the PSMA, Benin has started the ratification process and Ghana has recently ratified the agreement (August 2016). This is another clear indication that the fight against IUU fishing is more and more on the political agenda of FCWC countries.

Furthermore, the concept of the Project is well appreciated by the Heads of MCS and Fisheries Director interviewed during the MTR. In particular, actions promoted by the Project

are not seen as a substitute for action by the States in the domain of MCS and enforcement; actions rather aim at providing additional tool and specific technical advice to States to better act on fighting against illegal fishing with existing legal framework and MCS and enforcement system.

Finally, the project is seen by most people interviewed during the MTR as a very much appreciated catalyst to the regional initiative aimed at stopping illegal fishing in the FCWC area.

#### **4.2. Relevance regarding Panafrican Strategy**

The Conference on African Ministers (CAMFA) meeting that was held in Banjul in May 2014 was a good opportunity to present the Fish-i Africa initiative. The CAMFA highly commended this initiative whilst requesting to explore options to promote the development of further Task Forces in other areas of Africa.

Later on (June 2014) the AU/NEPAD developed a Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa, as well as a guide for the implementation of its policy framework. Its overall goal is to provide structured guidance to Africa's fisheries management agencies, technical agencies, donor agencies and other public and private stakeholders involved in the sector. The Strategy includes several elements in favour of fisheries intelligence and MCS initiatives in Africa, including promoting the development and sharing of registers of authorized and illegal fishing vessels. The Project activities are highly relevant to strategic actions of the AU/NEPAD policy reforms.

Moreover, some members of the Technical Team from FCWC, TMT and SIF are also members of the AU/NEPAD Working Group on MCS. This is believed to contribute to an alignment of the Project and the overall regional initiative aimed at stopping illegal fishing in the FCWC area with Panafrican objectives and policy guidance.

#### **4.3. Relevance regarding Norwegian Development Policy**

Norway, through the Norwegian Ministry of Foreign Affairs (MOFA) has recently established the Fish for Development programme. This programme aims at achieving a more strategic approach to development cooperation in the areas of fisheries and aquaculture. The programme shall initially last for a five-year period from 2016 onwards. The secretariat for the programme is currently being established in Norad.

Fish for Development programme is divided into three main areas including one area on fisheries management and legislation. One of the components of this area relates to combating fisheries-related crime by strengthening information and intelligence sharing within, with and between countries with a high level of organised crime and/or weak jurisdiction, and by strengthening and developing legislation and judicial systems to deal with fisheries-related crime in these countries. The Project is highly relevant to this component.

The Fish for Development programmes also aims to involve Norwegian institutions and organisations that have fisheries expertise, and to include both the public and the private sector including NGOs. The Project agreement between Norad and TMT is in line with this policy orientation.

In terms of the relevance of the Project regarding Norwegian Development Policy, it should be noted that the MOFA's new policy rule includes the concentration of the bilateral cooperation to fewer countries than before. Benin and Togo and not included in these group of countries. However, this should not be considered as an issue since funding activities that involve these countries in a regional portfolio and for a regional purpose are acceptable.

#### 4.4. Complementarities and synergies with other interventions of relevance for the Project

There are some complementarities and synergies with other projects involved in the fight against IUU fishing in the FCWC area. These have included: WARFP projects and their MCS component in Liberia and Ghana<sup>7</sup>; USAID fisheries support in Ghana; NOAA support to training on MCS and to observers programme in the FCWC area, and support for the adhesion of Benin and Togo to ICCAT; African Development Bank (AfDB) support to all FCWC countries in the process of acceding to and ratifying the PSMA; EU-funded MESA project (“Monitoring for Environment and Security in Africa”) which aims at promoting inter alia interagency cooperation in the marine sector and information provision on fishing vessels movements in West Africa; and projects of Environmental Justice Foundation (UE funded) in Liberia, Côte d’Ivoire and Ghana supporting small-scale community surveillance.

Other national efforts for improved MCS in the FCWC area include sectoral support under Fisheries Partnership Agreements (FPAs) between the EU and some FCWC countries. Côte d’Ivoire and (more recently) Liberia have concluded an FPA (tuna fishery agreement) with the EU<sup>8</sup> including sectoral support in MCS (equipment, port control and training).

Collaboration and dialogue between the Project and other development partners is ensured through regular information exchange at both national and regional levels and through participation of TT representatives to several international fora (e.g. FAO/COFI, FishCrime Symposium, etc.). Concrete collaboration has already occurred between the Project and NOAA, including the designation of a legal expert to join the TT and the co-financing of the regional training meeting that was held in Accra in July 2016. An LOA between TMT and MESA was also signed in June 2016 to formalize collaboration in the context of the Project.

Moreover, it can be anticipated that collaboration shall develop in the near future with the EU-funded PESCAO regional programme (“Support to West Africa FISHeries' Sector, its Security and its Control”). One component of the PESCAO programme will deal with the improvement of the regional coordination mechanisms to prevent and fight against IUU fishing activities in the ECOWAS and UEMOA regions, which include the six FCWC Member States. Dialogue between each potential partner is on-going with a view to ensuring complementarities and synergies between PESCAO, the Project and the FCWC regional initiative to stop illegal fishing. It is believed however that such dialogue could be more effective through increased coordination between TMT and the FCWC Secretariat.

Importantly, there is no overlapping of Project activities with other interventions in the FCWC area due to the specificity of the topic and approach of the Project which mainly rest on the provision and sharing of intelligence to contribute to increased compliance with

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<sup>7</sup> The WARFP component dealing with MCS includes infrastructure, equipment, training, support for patrols and legal frameworks. The level of funding placed at the disposal of Ghana and Liberia to reducing IUU fishing in their waters is close to US dollar 10.9 million and US dollar 5.4 million respectively.

<sup>8</sup> The FPA concluded between the EU and Côte d’Ivoire covers the period 1 July 2007 - 30 June 2013. It is tacitly renewed for 6-year periods. The FPA concluded between the EU and Liberia is more recent. The 5-year SFPFA and associated protocol was signed in December 2015 and approved by the Council in May 2016. Both fisheries agreement allows EU vessels to fish in the waters of the concerned countries and are part of the tuna network fisheries agreements in West Africa. These FPA include a financial compensation and support to the fisheries sector. Sectoral support (about EUR 250 000 per year in Côte d’Ivoire and EUR 325 000 per year in Liberia) includes support for the reinforcement of MCS capacity.

fisheries legal frameworks in the FCWC area. This specificity ensures a high relevance of the Project in terms of complementarities and synergies with other interventions in the FCWC area. Overall, it is the opinion of MTR that the question of ensuring complementarities and synergies with other partners involved in MCS and related activities in the FCWC area has been adequately raised by the Project.

## 5. IMPLEMENTATION PROCESS

### 5.1. Project management

TMT has the overall responsibility for the Project implementation (Grant Letter for RAF-14/0025 dated 05 November 2014). Within TMT, the Chief Analyst, with the assistance of the Managing Director and a Regional Field Coordinator (based in Tema, Accra), has the responsibility of the Project management.

TMT ensures the direct management of the majority of funds. Some limited funds are however transferred through to the FCWC Secretariat (office support, communications officer, financing of WATF and FCWC Ministerial meetings) within the framework of a LOA between TMT and the FCWC and against agreed budgets and spend reporting requirements<sup>9</sup>. The majority of these funds are spent in cooperation with and with oversight by the Regional Field Coordinator and with the sign off by the TMT Chief Analyst.

A few months before the starting of the Project, TMT had been faced with severe internal organizational problems following the passing of TMT Director Gunnar Album in September 2014. This is believed to have impacted the first month of implementation of the Project. The situation was however rapidly improved and TMT could establish most of the institutional arrangements of the Project (see section 5.3. below) and ensure Project's support of and participation in the FCWC Conference of Ministers in December 2014.

According to the Grant Letter, disbursement to TMT is made in advance in semi-annual instalments. Except for the project's first year, one of the disbursements each year is subject to Norad's receipt and approval of the progress report, financial report, and agreed minutes from annual meetings between TMT and Norad.

Annual meetings are held within the first quarter of each year. The purpose of these meetings is to review the Project's progress and preliminary results, and discuss the implementation plan as well as the expenditures and budget for the next period.

A review of the minutes from annual meeting shows detailed and constructive discussions between TMT and Norad. Moreover this monitoring and evaluation (M&E) arrangement allows for a certain flexibility and adaptability in the programming and budgeting of Project activities, which is important when considering the process approach promoted by the Project.

It should be stressed that the participation of FCWC Secretariat in Project management is limited to the provision of inputs - as member of the Coordinating Team (CT) - for the preparation of draft implementation plan. Furthermore, the minutes from annual meeting are not circulated to the FCWC Secretariat as well as to key technical partners including SIF and NFDS.

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<sup>9</sup> The LOA is a non-binding document providing summary of the basis upon which TMT and FCWC will collaborate for the implementation of the Project and the achievement of its objectives and activities. The term of the LOA is 3 years, commencing in December 2014 and ending in 2017.

The limited involvement of the FCWC Secretariat in the management process should not be considered as an issue when considering the effectiveness of the Project. It may however be detrimental to the sustainability of the WATF concept that the Project aims to promote. This concept involves four main interrelated pillars including WATF, interagency NWGs, basecamp system and TT. And the sustainability of the WATF concept will depend inter alia on the capacity of the FCWC Secretariat to adequately handle most aspects dealing with the running of the WATF concept, including related programming and financial aspects.

Apart from the annual meeting mechanism, no regular M&E function that would be based on the monitoring of specific indicators is ensured by the Project. An MCS assessment is envisaged by the end of the Project so as to allow a comparison between situation that was measured before the Project (ref. to Baseline annexed to the Project Document) and situation after the project. Indicators presented in the RMB matrix are adequate for Outcome 1. On the other hand, some of the indicators under Outcome 2, in particular indicators related to capacity building, are not consistent enough since they correspond to milestone indicators (e.g. effective workshops and training; effective MCS support). More specific indicators would obviously facilitate the monitoring of progress made by national enforcement agencies in terms of their capacity to effectively act on fisheries intelligence.

## 5.2. Budget and expenditure

As indicated in the Project Document, the budget estimates for the Project was mostly built on the experience accumulated during the implementation by Trygg Mat of the one-year “pilot” project in Liberia financed by Norad. The budget was also built on other considerations including the fact that regional cooperation on fisheries intelligence was a new and central component of the process, and that this would imply increasing the total cost of the Project.

Table 4 shows the budget of the Project and expenditures at the time of MTR by expenses. Significant differences can be observed in the structure of costs, particularly regarding staff expenses. These can be explained by the fact that in the initial budget, costs related to TMT technology costs and to project management - which represent about 14% of total expenses at the date of MTR - were included in the “staff” budgetary line.

Globally, the level of consumed inputs in terms of funds represents about 60% of the initial budget at the date of MTR (about 20 months of implementation). This means that the balance at the date of MTR is about 40% of the initial budget for the remaining period, i.e. 15-16 months.

**Table 4. Budget and expenditure by expenses**

	Total budget (prodoc)		Expenditures				
			2014	2015	2016 (1 <sup>st</sup> half)	Total at MTR date	
<b>Staff</b>	8,118,855	69%	269,627	2,071,705	729,837	3,071,169	44%
<b>Travel</b>	2,034,360	17%	118,736	490,642	314,893	924,271	13%
<b>Partnerships</b>	432,000	4%	67,685	227,944	466,872	762,501	11%
<b>Meetings/Workshops (incl. Travel)</b>	792,000	7%	51,590	904,373	269,624	1,225,587	17%
<b>West Africa Office</b>	269,200	2%	0	51,904	20,864	72,768	1%
<b>Project support (incl. TMT technology)</b>	0	0%	1,483	462,668	161,016	625,167	9%
<b>Administration</b>	46,270	0%	24,106	238,345	98,155	360,606	5%
<b>TOTAL</b>	<b>11,692,685</b>	<b>-</b>	<b>533,227</b>	<b>4,447,581</b>	<b>2,061,261</b>	<b>7,042,069</b>	<b>-</b>

Table 5 shows the budget of the Project and expenditures by Output at the time of MTR. Outputs under outcome 1 consumed about 33% of total, indicating that the initial budget under Outcome 1 was under-estimated (16% of total).

This is the result of the combination of several factors. In particular, this can be explained by the moving of activities that were previously under Outcome 2 (activities 2.6.1 and 2.6.2 related to the holding of meetings of both TT and WATF); such activities are now under Outcome 1 (ref. decision of the annual meeting between TMT and Norad in March 2015). This can also be explained by the under-estimation of costs related to the strengthening of cooperation in fisheries MCS and enforcement in the FCWC area including general costs for operating meetings and workshops, particularly costs for translators and interpreters. Moreover, the problem relating to the under-estimation of costs relating to regional meetings was further exacerbated by the weakening of the Norwegian currency.

**Table 5. Budget and expenditure by output**

Output	Total budget		Expenditure				
	(prodoc)		2014	2015	2016 (1st half)	Total at MTR date	
<b>Outcome 1. Collaborative platform</b>	1,848,954	16%	477,574	1,188,188	683,334	2,349,096	33%
1.1 Establish governance structures	863,279	7%	477,574	916,935	388,942	1,783,451	25%
1.2 System for data collection and sharing	584,634	5%	0	166,547	254,781	421,328	6%
1.3 Nat., reg. and intern. legal frameworks	401,041	3%	0	104,706	39,611	144,317	2%
<b>Outcome 2. National fisheries authorities</b>	9,843,730	84%	55,644	3,259,400	1,377,928	4,692,972	67%
2.1 Intelligence provided	2,923,172	25%	0	1,051,657	374,331	1,425,988	20%
2.2 Capacity to interpret intelligence	2,338,537	20%	0	715,732	355,577	1,071,309	15%
3.3 On-going support for MCS efforts	1,753,903	15%	0	734,322	122,867	857,189	12%
2.4 Capacity to build cases	584,634	5%	0	381,359	113,434	494,793	7%
2.5 Collaboration between dom. agencies	584,364	5%	0	250,633	236,441	487,074	7%
2.6 Reg. and intern. collaboration	1,658,850	14%	55,644	125,697	175,278	356,619	5%
<b>TOTAL</b>	11,692,684	-	533,218	4,447,588	2,061,262	7,042,068	-

The consolidation of the achievements of the Project, which include support to activities under outcome 1 “collaborative platform for intelligence provision and sharing”, should be a priority in the remaining project time period. Activities relating to important components of the WATF concept are indeed included under outcome 1 such as WATF meetings, TT, and basecamp. Considering that expenditures under outcome 1 have largely exceeded the initial budget, a budgetary revision could be needed so as to facilitate the M&E of the Project. Even if the mechanism based on annual meetings between TMT and Norad has proved to be sufficiently flexible to adapt the budget of the Project in accordance to the implementation plan. Note also that this principle of flexibility should continue to be applied to a certain extent for the last year of the Project if we consider that countries’ demand for technical advice on the case by case is expected to expand.



### 5.3. Institutional arrangements

The institutional arrangements of the Project include contracts between TMT and technical partners (SIF and NFDS) and project structures. These have also evolved with the establishment of the WATF in December 2015 which is expected to play an increasing role in Project planning and implementation.

An engagement was signed between TMT and SIF for a total amount of about NOK 1.9 million for the total duration of the Project. According to this engagement, SIF shall contribute to the technical implementation of the Project in the following areas: Governance arrangements (including liaison with and influence of political sphere); Facilitation of WATF; and Communications and media.

A contract for the provision of services between TMT and NFDS was signed for a total amount of NOK 4 million maximum for the total duration of the Project. According to this contract, NFDS shall provide technical expertise in several areas including supporting TMT for intelligence, providing technical advice for the Francophone countries, providing legal support to Project activities and to countries to specific cases, and supporting activities related to capacity-building such as national and regional workshops.

The project structures include a Technical Team (TT) and a Coordinating Team (CT). Other institutional arrangements that should however not be considered as project structures per se involve regional and national institutions or mechanisms, namely the West Africa Task Force (WATF) and the Interagency National Working Groups (NWGs). The setting-up of TT, CT, WATF and NWGs has been addressed through specific Project outputs and/or activities.

The Technical Team (TT) is made of a group of experts from TMT (Chief analyst, Analysts, Regional Field Coordinator), technical partners (SIF, NFDS), FCWC Secretariat (Secretary General, Communication officer), external partners and individual expert (e.g. legal expert designated by NOAA). The TMT Chief analyst, with support from other TT members, has the lead for fisheries intelligence provision, support and training efforts. It should be stressed that TT is currently a Project structure. In the future, particular attention will have to be placed on the sustainability of TT as an institutional arrangement since TT is included in the WATF concept.

The Coordinating Team (CT) includes the TMT Chief Analyst, the FCWC General Secretary, and representatives from NFDS and SIF. The role of CT is to organize and facilitate meetings and workshops supported by the Project, and to guide the wider implementation of the Project. The CT also has a consultative role in the planning process of the Project including for the preparation of implementation plans for the next periods. The CT is a pure Project structure.

TT and CT should meet regularly, and at least once a year for the CT. In practice, meetings are held on the case by case in the margins of events like regional training workshops or WATF meetings. The effectiveness of the CT in the planning process of the Project is hampered by the lack of regularity and short duration of CT meetings. This has not affected the effectiveness of the Project as a result of good relationships between the TMT Chief Analyst and the FCWC General Secretary. Meanwhile, in order to anticipate on the sustainability of the Project, there is a need to further involve the FCWC Secretariat and technical partners such as SIF and NFDS in the planning process.

The West Africa Task Force (WATF) to stop illegal fishing was formally established in December 2015 to operationalize key FCWC processes and agreement, including regional MCS cooperation and information sharing. The WATF aims at operationalizing the MCS Working Group, a subsidiary body of FCWC. Members of WATF include Fisheries Directors

and Head of MCS. Note that in a longer term, the WATF' membership could potentially be opened to other West African countries. The WATF's functions reflect most of activities that are currently supported by the Project (e.g. information and intelligence sharing, capacity building of national institutions in fisheries intelligence and MCS, support to inter-agency NWGs), plus other functions that can be linked to other components of the regional FCWC initiative including maintaining regional fishing vessels register. The WATF is expected to play a key role in the planning and implementation of any action aimed at improving compliance in the FCWC area including activities supported by the Project and activities supported by other national and regional efforts.

The Interagency National Working Groups (NWGs) are national institutions or mechanisms that will greatly contribute to the success of the WATF concept. The purpose of NWGs is to strengthen in each country the national-level interagency cooperation, the operational planning and execution, and the regional information sharing and collaboration required to ensure successful national and regional MCS planning and operations among FCWC countries. Depending on the country and the existing institutional and legal frameworks, the model upon which the institutions or mechanism are being developed is different. The objective is not to create new structures if they already exist, but to strengthen existing frameworks and processes for inter-agency collaboration. For instance, in Ghana the NWG is being built on the recently created Fisheries Enforcement Unit (FEU), whereas in Benin no formal structures exist and therefore is being strengthened.

## 6. LEVEL OF ACHIEVEMENT OF RESULTS

### 6.1. Outputs and Outcomes

The Project was faced with some delays at the beginning of project implementation as a result of the combination of several factors including: internal TMT restructuring, Ebola outbreak, and time necessary for a full buy-in of the Project by countries. The first year of Project implementation could be considered as a preliminary phase until the WATF was formally established by the FCWC Ministerial meeting in December 2015. During this preliminary phase, activities could however be carried out according to plan and budget, with a focus on promoting the establishment of the collaborative platform including Project structures and the promotion of the WATF concept, developing the basecamp system and conducting training activities.

The level of achievement of each outcome and output is presented hereafter. The appreciation of the level of achievement of results is done based on the recombined outputs suggested in section 3.2 "Design". The link with planned outputs and activities referred to in the RMB matrix of the Project is however provided for each recombined output.

For easier reading, the appreciation on the level of achievement is indicated by a colour as follows:

- Green when the achievement level is between: 75 – 100%
- Yellow when the achievement is between: 50 –75%
- Orange: 25 – 50%
- Red: 0 – 25%

### 6.2.1. Outcome 1. A Collaborative platform for intelligence provision and exchange on regional West African fisheries is developed and in operation

Recombined Output	Ref. RBM	Comments on achievement	Achievement
<u>I. Established and maintained project governance and management structures</u>	Output 1.1 (activ. 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.11, 1.1.12)	<ul style="list-style-type: none"> <li>- International expert(s) for English-speaking region rapidly recruited directly through TMT and via partners SIF and NFDS</li> <li>- International expert(s) for French-speaking region recruited, although with some delays, through TMT and via partners SIF and NFDS; further technical advice through TMT envisaged soon to better address expanded operations in Benin and Togo</li> <li>- 1 TMT Field coordinator recruited, with a legal background</li> <li>- 1 FCWC communication officer recruited (through project)</li> <li>- Regional office established within FCWC Secretariat (incl. maintenance, equipment and training facility)</li> <li>- TT established and reinforced with external partners (legal expert from NOAA), TT meetings organised in margins of other meetings (training, FCWC meetings, in-country activities)</li> <li>- CT established but meetings are irregular and of too short-duration (organised in margins of regional meetings or events)</li> <li>- Project administration (by TMT) established and operational</li> </ul>	
<u>II. Communication strategy established</u>	Output 1.1 (activ. 1.1.7)	<ul style="list-style-type: none"> <li>- Communication material developed (logo, banners, flyers, branded items, briefings, banners, templates, media summaries, PowerPoint presentation, etc.) and presented to several fora including FCWC, AU and FAO meetings</li> <li>- WATF Communication Plan, including improving web presence on FCWC website, further elaborated in July 2016 (objectives include consolidating WATF achievements and facilitating understanding of the link between the Project, the WAFT concept and the overall FCWC regional initiative to stop illegal fishing)</li> <li>- WATF Communication Plan to be implemented and regularly adjusted in the remaining project time period</li> </ul>	
<u>III. West African Task Force (WATF) established and operational</u>	Output 1.1 (activ. 1.1.8, 1.1.13)	<ul style="list-style-type: none"> <li>- Inaugural/preparatory WATF meeting in April 2015 (held in conjunction with FCWC Coordination meeting)</li> <li>- WATF formally established by the FCWC Ministerial meeting in Dec. 2015, including approval of TOR</li> <li>- Organisation and facilitation of 1<sup>st</sup> WAFT meeting in Dec. 2015 (in conjunction with FCWC Ministerial meeting)</li> <li>- Organisation and facilitation of 2<sup>nd</sup> WAFT meeting in April 2016 (in conjunction with FCWC Directors meeting)</li> </ul>	
<u>IV. Collaborative dialogue and partnerships with other players promoted</u>	Output 1.1 (activ. 1.1.9, 1.1.10) Output 2.6 (activ. 2.6.5)	<ul style="list-style-type: none"> <li>- Partnership with NOAA effective: MCS and legal training to regional States (Accra, March 2015), consolidation of TT (legal specialist, English-speaking countries), co-financing of regional training workshop (Accra, July 2016), support to activities in Benin and Togo (adhesion to ICCAT)</li> <li>- LOA for cooperation in activities between TMT and MESA</li> <li>- Participation of TMT and SIF to several regional meetings including presenting communications on the Project: FAO workshop on quantifying IUU (Feb. 2015), FishCrime Symposium followed by Interpol Fisheries Crime (Cape town, Oct. 2015), ATLAFCO workshop on transparency initiative in tuna fishery (Marrakesh, Oct. 2015), Fish Crime symposium (Feb. 2016), AU training workshop (Abuja, March 2016),</li> </ul>	

		<p>FAO/COFI (Rome, June 2016)</p> <ul style="list-style-type: none"> <li>- On-going dialogue with several development partners (EU, AU/IBAR, AfDB, EJP, MESA, USAID) and Regional Fishery Bodies - RFBs (SRFC, ATLAFCO)</li> <li>- TMT funding strategy being implemented with a focus on identifying support for the WATF</li> </ul>	
<u>V. System for intelligence provision and sharing developed and maintained</u>	<p>Output 1.2 (activ. 1.2.1, 1.2.2, 1.2.3)</p>	<ul style="list-style-type: none"> <li>- FCWC Convention on information sharing provides for the legal basis to facilitate the running of the basecamp system; legal support to Nigeria to sign the Convention</li> <li>- WATF terms of reference implemented to support information exchange protocol with enforcement agencies and other intelligence providers</li> <li>- Basecamp established and on-going sign up and training of users identified by countries provided (basecamp system operational since Oct. 2015)</li> <li>- No particular restrictions expressed so far by countries to share information that may be potentially sensitive, provided that it serves the purpose of fighting against IUU fishing</li> <li>- Information regularly consolidated with outcomes from meetings and technical reports (such legal study) and from WATF ‘decisions’ such as the sharing of the lists of national and foreign industrial fishing vessels licensed to fish in FCWC area</li> <li>- Possibility to facilitate contacts and information sharing with other West African countries that are not members of FCWC</li> <li>- Formatting of data and information facilitate the entry into TMT’s fisheries intelligence system</li> </ul>	
<u>VI. Legal support provided to consolidate the collaborative platform</u>	<p>Output 1.3 (activ. 1.3.1, 1.3.2, 1.3.3, 1.3.4, 1.3.5)</p>	<ul style="list-style-type: none"> <li>- Analysis of the FCWC legal framework and level of domestication by Member States conducted</li> <li>- Analysis of national legal frameworks in respect to their ability to respond to the 10 most common fisheries violations under finalization</li> <li>- Legal support provided upon request of countries (e.g. FPA between Liberia and the EU for tuna fisheries, MoU between Liberia and Côte d’Ivoire to authorize Ivorian authorities to inspect and collect data on tuna vessels operating in Liberian waters, support to Liberia for the review of their flag of convenience)</li> </ul>	

Overall, the level of achievement of outputs under outcome 1 is **very satisfactory**, with the exception of the output involving activities on legal aspects. This can be explained by the lack of clarity of the expected results at the beginning of the Project (“National, regional and international legal framework baselines established”) and the fact that improved legal framework is not in the direct scope of the Project. The Project could however conduct studies that will contribute to identifying those legal issues that should be addressed in priority in the context of the implementation of the overall FCWC regional initiative to stop illegal fishing.

**Main achievements under outcome 1** include:

- WATF is established within FCWC structures and is fully operational. The WATF meets twice a year, it provides for the collaborative platform for intelligence provision and exchange between countries, and it has started playing a role in the planning and implementation of activities for improved compliance in the FCWC area including activities supported by the Project. The report of the second WATF meeting, April

2016, includes two decisions (‘outcomes of the WATF’<sup>10</sup>), one of which relates to basecamp, and a list of needs (‘requests from the WATF’<sup>11</sup>) whose some of them are believed to be integrated by the Project in the remaining period. It should be stressed that the success of the WATF concept has to be put in relation to the effectiveness of the established TT. TT is currently linked with the outcome relating to established Project governance and management structures but, as mentioned above, one of challenges in the future will be to sustain the TT as it is fully part of the WATF concept (see TORs of WAFT).

- Basecamp communication platform is operational and intelligence provision and sharing by and between countries and TT is on-going. The basecamp system developed by the Project is very much appreciated by the direct beneficiaries of the Project. In addition to offering the possibility to provide and share intelligence, to have easy access to practical tools contained in the toolbox for improved MCS, to facilitate rapid interaction to facilitate action, the basecamp system is also a repository database on fisheries intelligence and MCS in the FCWC area. Examples of information shared on basecamp refer to flag states of vessels, licensing, license refusals, identity checks, port calls, etc. All six countries now have interagency representatives participating on basecamp<sup>12</sup>. Statistics presented in table 6 show that activity through basecamp is gradually increasing, with particular reference to the number of requests and alerts that are posted in the system.
- Communication plan is relatively well advanced including production and development of key communications materials, and presentation at key international meetings such as FAO COFI and AU. Efforts for stimulating and adjusting communication activities should however continue in the remaining Project period with a focus on communicating on the links between the WATF concept, the regional initiative to stop illegal fishing in the FCWC area and the contribution of the Project to these goals.

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<sup>10</sup> The last WATF meeting agreed on the following outcomes: share lists of national and foreign industrial fishing vessels licensed to fish within the EEZ and external waters on a quarterly basis on the information sharing portal of the WATF (basecamp); and consider options and procedures for expanding the WATF cooperation at the next WATF Meeting.

<sup>11</sup> Requests from the last WATF meeting included the following: WATF members to be facilitated to have exchange visits between each other and to external partners; TT to assist in preparing capacity needs assessments in member countries; TT to assist with engagement of other agencies in some NWGs; TT to provide advice and support on the process for membership for ICCAT for Togo and Benin; TT to finalize the legal review; WATF and TT to work with other member countries to sensitize migrant small-scale fishermen on the use of appropriate fishing gear; TT to identify communication needs, processes and materials to support the WAFT; TT to develop a strategy for a regional approach to reefer controls; TT to develop a scoping study on options and feasibility for a Regional MCS Centre of Excellence.

<sup>12</sup> Participants on basecamp include: FCWC Secretariat; Liberia (4) from Fisheries (including legal) and Coast Guard; Cote d’Ivoire (7) from Fisheries, Maritime and Navy; Ghana (6) from Fisheries, Marine Police, Navy and Port; Togo (7) from Fisheries, Maritime, Navy and Port; Benin (8) from Fisheries, Maritime, Navy, Port, Maritime Police; Nigeria (4): from Fisheries.

**Table 6. Activity on basecamp**

	2015	1 <sup>st</sup> half 2016
Country to TT requests	11	7
Country to country requests	5	3
Country to WATF requests	0	4
Information posted	40	29
Alerts posted	3	9

**6.2.2. Outcome 2. National fisheries authorities in Western Africa are able to effectively act on fisheries intelligence to improve compliance of national and international fisheries regulations**

Recombined Output	Ref. RBM	Comments on achievement	Achievement
<u>VII. Intelligence provided to fisheries authorities</u>	Output 2.1 (activ. 2.1.1, 2.1.2, 2.1.3, 2.1.4)	<ul style="list-style-type: none"> <li>- TMT Intelligence Reports (INTREPs) provided to countries throughout the year, based on intelligence identified by TMT and the wider TT; INTREPs already contributed to country alerts on IUU vessels, direct enforcement actions and strengthened regional cooperation</li> <li>- Monthly INTREPs provided to countries not yet started (planned to start from the 3<sup>rd</sup> quarter 2016)</li> <li>- TT support to countries upon specific requests for intelligence (e.g. information on IUU tuna vessels, licence applications, suspicion of illegal fishing, fish importation, vessel missing at sea)</li> <li>- Toolbox contained in basecamp continuously under development; some are relating to training tools and some serve intelligence purpose (e.g. risks vessels list, combined IUU list of the national licences list)</li> </ul>	
<u>VIII. Capacity of national authorities to interpret fisheries intelligence improved</u>	Output 2.2 (activ. 2.2.1, 2.2.2, 2.2.3)	<ul style="list-style-type: none"> <li>- Regional training workshop on interpretation of fisheries intelligence (Abidjan, July 2015): training was provided on interagency cooperation, intelligence gathering, investigations, evidence and chain of custody, and port controls</li> <li>- National training on basic data collection in support of intelligence using TMT tools: Ghana (Oct. 2015), Nigeria (Nov 2015), Benin (May 2016), Liberia (July 2016), Togo (Aug 2016)</li> <li>- On-going TT support upon specific requests for intelligence gathering and interpretation</li> </ul>	
<u>IX. On-going support to MCS activities</u>	Output 2.3 (activ. 2.3.1, 2.3.2)	<ul style="list-style-type: none"> <li>- TT remote or in-country support upon specific requests for wider MCS activities: inspections in port, checks on vessels applying for a licence and flag, inspection and investigation of IUU listed vessel (Togo), support in development of equipment (Liberia), support to be provided on basic inspection equipment and use (Côte d'Ivoire, Benin, Togo)</li> </ul>	
<u>X. Capacity of national authorities to build cases from intelligence through to prosecution increased</u>	Output 2.4 (activ. 2.4.1, 2.4.2)	<ul style="list-style-type: none"> <li>- Training module included in Abidjan regional workshop (July 2015)</li> <li>- Regional training workshop focusing on intelligence and chain of custody (Accra, July 2016)</li> <li>- TT remote or in-country support on evidence chain of custody</li> </ul>	

<u>XI.</u> <u>Interagency</u> <u>National</u> <u>Working</u> <u>Groups</u> <u>(NWGs)</u> <u>established</u> <u>and in</u> <u>operation</u>	Output 2.5 (activ. 2.5.1, 2.5.2)	- Mechanisms (built on existing ones – e.g. FEU in Ghana, or on ad hoc basis) to support interagency NWGs’ concept established in all countries - National training workshops (see VII) contributed to establishing the NWGs and improving interagency cooperation - Draft MoU for interagency cooperation developed to be used as a template to formalize NWGs in some countries such as Nigeria and Benin	
<u>XII.</u> <u>Information</u> <u>and</u> <u>intelligence</u> <u>exchange and</u> <u>cooperation</u> <u>on MCS</u> <u>actions</u> <u>between</u> <u>fisheries</u> <u>authorities</u> <u>within FCWC</u> <u>area and with</u> <u>outside</u> <u>authorities</u> <u>increased</u>	Output 2.6 (activ. 2.6.3, 2.6.4)	- Regular information and intelligence exchange on basecamp (see above mentioned statistics) - Liberia/Cote d’Ivoire: suspicion of illegal vessel fishing in Liberian waters - Benin/Togo: vessel with false Nigerian registration - External cooperation facilitated with Senegal, Sierra Leone and Indonesia - Dissemination of intelligence and alerts to SRFC	

Overall, the level of achievement of outputs under outcome 2 after 19-20 months is **satisfactory** (yellow dominates). In particular, the process of enabling the enforcement agencies to effectively act on intelligence to improve compliance of national and international fisheries regulations is on track. Some progresses are however needed in the remaining Project time period – see specific remarks below.

One of the main indicators under outcome 2 in RBM matrix is “successful vessel controls and prosecutions increased”. Some cases are being processed with the support of the Project (or WAFT concept). Moreover, high risk vessels have been refused licences and even flags in some FCWC countries.

**Specific remarks related to outputs under outcome 2** can be made as follows:

- Significant progresses have been made towards the setting-up and operationalization of Interagency NWGs. Meanwhile, the formalization and sustainability of most NWGs have not been achieved yet. Also, there is a need to continue encouraging the diversity of institutions involved in NWGs. These issues should be adequately addressed in the remaining project period when considering the key role played by the NWGs in the WATF concept.
- The capacity of enforcement agencies involved in MCS and chain of custody has been significantly increased thanks to the regional and national training workshops, as well as to toolbox contained in the basecamp system. The quality of training material is remarkable as it could be confirmed by the MTR, and countries expressed their high satisfaction in general. Moreover, the training workshops involved participants from several agencies in the countries, which is a significant contribution to the establishment and sustainability of the NWGs. Meanwhile, there is a need to further improve future training by considering the following: better adapt training material to the specificities of West Africa (i.e. need of ‘customization’ of training material),

class-room training appreciated but more practical (field) training requested when feasible with a focus on inspection, further involvement of francophone trainers, empowerment of national expertise.

- Specific intelligence and MCS support to countries has been provided on a case by case (upon request). Support has however mostly consisted of remote support as a result of low demand/need for in-country support. In the remaining project period demand from countries is expected to increase significantly as both intelligence and capacity of enforcement agencies will develop, particularly in Francophone countries where operations should be expanded. In this perspective, particular attention should be placed on the capacity of TT to meet the demand in terms of in-country technical assistance, i.e. to be responsive to demand-driven activities.
- Countries also expressed the need to be provided with basic equipment (e.g. camera or smartphone) and additional tool (e.g. manuals or guides<sup>13</sup>) to gather further intelligence and evidence during inspections. This demand is being considered by the Project, particularly for the provision of basic toolkit for inspectors that are not costly.

## 6.2. Gender Mainstreaming and Environmental Impact

### Gender mainstreaming

Efforts developed by TMT to promote gender equality in the process of Project implementation are undeniable. For instance, the TMT Regional field officer and the FCWC Communication officer supported by the Project are women.

It has been more challenging to ensure gender equality in the composition of structures and institutions involved in the WATF concept as well as in the composition of participants to the training activities, since representatives from these structures and institutions are appointed by the Governments. From the beginning of the Project, women participating in training and NWGs meetings, including trainers and facilitators, have represented about 22% of total.

In order to promote gender equality towards partners and stakeholders, the Project could explore the possibility to encourage the designation of women within interagency NWGs, to consolidate technical and communication capacities within the interagency working groups.

### Environmental impact

The Project contributes to environmental sustainability, specifically the sustainable use and management of fisheries resources, through improved compliance of industrial fishing vessels with legal frameworks.

Moreover, TMT developed in 2015 an internal policy aimed at minimizing the level of environmental impact of the Project during implementation. All TMT staffs are required to

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<sup>13</sup> The objective of such manuals or guides would be to formalize and standardize their interventions particularly for vessel inspection at sea or in port. These could include: a reminder of the international legal framework related to the fight against IUU, including responsibilities of Coastal, Flag and Port States; Simple guidance on fishing vessel inspection procedures, including preparation, process and basic tools needed for inspection; Identification of the enforcement agent, documents for control, format of inspection reports, list of documents to be controlled, simple indications on how to gather evidence on IUU vessel; Defining rights and duties of inspectors in accordance with international law and adequate behaviour of the inspectors during inspection; Census of admissible evidence; Legal sanctions in accordance with law and legal procedures of pursuit of a foreign fishing vessel; etc.



understand and operate according to this policy and partners involved in Project implementation have been informed on the outlines of such policy<sup>14</sup>.

### 6.3. Partnerships

As mentioned above, the Project has been very active in promoting dialogue and collaborative arrangements with other national, regional and international institutions or interventions in order to develop complementarities and synergies. Dialogue also aims at raising the interest of current or potential partners involved in the region to further contribute to the regional initiative to stop illegal fishing in the FCWC area as well as to develop partnership arrangements for Project implementation. Concrete results have already been achieved with NOAA and MESA, while dialogue with the EU through PESCAO seems to be well advanced.

TMT as a foundation is also continuously making fundraising efforts. Part of the fundraising strategy aims at identifying further funding to support Project activities or to increase the capacity of TMT (human resources, databases and tools) to further contribute to the success of the Project. In particular, external funding is expected to serve the purpose of expanded Project operations in Benin and Togo in the remaining Project period<sup>15</sup>.

Appreciating partnerships should also include appreciating the contribution of the FCWC Secretariat and Member States to the success of the overall regional initiative aimed at stopping illegal fishing in the FCWC area. FCWC is a young institution and its subsidiary bodies including the FCWC Secretariat are not yet fully operational. Meanwhile, the support provided by the FCWC Secretariat has been essential in the process of establishing the WATF and developing basecamp system, and in general in facilitating the anchoring of the Project in the regional initiative. The contribution of the FCWC General Secretary is also believed to become more and more important in the remaining project period when considering the need of convincing politicians to further invest in MCS and enforcement at national and regional levels. The role of the General Secretary as mediator is also likely to be much appreciated so as to anticipate on possible bilateral issues (e.g. case between Liberia and Cote d'Ivoire) that might negatively impact cooperation in fisheries MCS and enforcement.

Moreover, the FCWC Secretariat is currently contributing to the maintenance of basecamp including contributing to simultaneous translation with financial support of the Project (FCWC Communication officer). Meanwhile, the capacity of the FCWC Secretariat to be further involved in the administration of the basecamp system is currently limited due to lack of staff. This situation is likely to persist in the short to medium term.

The contribution of countries to the regional initiative greatly differs from one country to another, depending on the status of the MCS systems, support provided by specific development aid (e.g. WARFP, USAID) or through Fisheries Partnership Agreement with the EU (e.g. Côte d'Ivoire), and other governance considerations. It should be stressed however that many countries have made significant progress towards the goal of improved MCS and

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<sup>14</sup> For further information regarding the environmental policy of TMT in the context of the Project, please to refer to 2015 Progress Report.

<sup>15</sup> TMT has made some use of the support that the Pew Charitable Trusts has provided to TMT to build and support TMT analytical processes and tools. The Project has benefitted from this in terms of strengthened information flow and technical support to FCWC countries. TMT has further developed external funding through a NOAA grant to provide the francophone countries, and particularly Benin and Togo, with additional focussed support. This same grant will provide a significant portion of the salary of a new Analyst position focusing on Francophone countries, with the remainder drawn from other TMT sources of funding.

enforcement for the last two years (e.g. development of VMS like in Ghana, adhesion to PSMA, development of interagency cooperation, etc.). But there is still a need for the enforcement agencies to convince politicians to further contribute to the regional initiative to stop illegal fishing. The Project should contribute to this goal by developing specific material and approach to support lobbying.

Overall, the broad partnership upon which the project is built has been beneficial for each partner. For countries, benefits have included improved MCS and increased compliance. For FCWC, benefits have included more effective regional cooperation in fisheries MCS and enforcement, and strengthened FCWC Secretariat. For TMT and technical partners including SIF and NFDS, benefits are to be put in relation to expanded experience and knowledge of West African region. For TMT, specific benefits have also included enriched fisheries intelligence system and improved skill in project management. For SIF, specific benefits have also included progress made towards the development of a network of Task Forces across Africa.

In order to further consolidate this partnership, which is seen as a condition for success of the Project, there is a need to consider the following:

- Increase the level of understanding of the Project and related challenges (such as the link between the Project and the regional initiative) and raise awareness of each partner about the importance of their contribution for the success of the Project. This will be facilitated by the development of the communication plan (on-going).
- Promote a further involvement of the FCWC Secretariat and TMT technical partners including SIF and NFDS in Project planning and management.
- Strengthen collaboration between TMT, FCWC and broader CT members for specific fund-raising and for promoting dialogue with other partners.

## 7. ANALYSIS BY EVALUATION CRITERIA

### 7.1. Effectiveness of the Project Implementation Process

The level of implementation of the Project at the date of MTR according to plan and budget is satisfactory to very satisfactory as underlined in section 6. The process of developing the WAFT concept within existing FCWC conventions, structures and mechanisms is well advanced, the basecamp system is operational, and the capacity of countries to better act on fisheries intelligence for increased compliance including through developing interagency cooperation has significantly increased.

Efforts towards consolidation on the WATF concept and capacity building are still needed. Meanwhile, it is the opinion of MTR that the Project is on track in contributing to improved compliance within industrial fishing operations in the FCWC area.

Moreover, quality of information and intelligence gathered and posted so far in the basecamp system is undeniable, and activity on the system is steadily increasing. Interestingly, the sharing of public information that may be sensitive with private partners like TMT, SIF and NFDS, is not seen as an issue. Many countries emphasized that the cost of not having the current system would certainly exceed the cost of putting limitation to the sharing of information that may have a supposedly confidential dimension to the detriment of the achievement of the objective to fight against IUU (which is a priority for countries).

Regional and national workshops were attended by over 276 people, including trainers and instructors, from all FCWC countries participating in the WATF concept with a wide distribution among all enforcement agencies involved in the fight against IUU and associated crimes. These include Fisheries Directors, Head of MCS, legal advisors, prosecutors, lawyers, fisheries managers, fisheries scientists, personnel from the Navy, Police, Maritime Authority, and Port Authority. During the workshops, all these key players in the fight against IUU fishing could share their vision and experience to the benefit of everyone. These key players could continue to exchange using basecamp in particular. In the future, countries are willing to strengthen and further formalize such exchanges through the establishment of a specific communication platform entitled “MCS centre of excellency” (see also section 7.4 below).

National training workshops could be held in all FCWC countries participating in the WATF concept. In addition to providing specific in-country training to a large number of people, the national training workshops has significantly contributed to the development of interagency cooperation. The continuation and consolidation of this approach in the remaining project period should be encouraged.

The stability of the composition of participants in the workshops is important in view of the effectiveness of Project implementation. It is interesting to note that most key players including Head of MCS and Fisheries Director could attend most of training workshops. In order to increase the likelihood that training activities will satisfactorily reach the objective of enhanced capacity of resources persons participating in fisheries MCS and chain of custody, the Project should explore the possibility to ensure a regular attendance of participants in the next workshops.

So far, human and financial resources provided by the Project have been commensurate with project implementation needs when considering that the balance at the date of MTR is about NOK 4.6 million, i.e. about 40% of the initial budget, and that the remaining time for the Project is 15-16 months, i.e. about 43% of total duration. This performance has also resulted from an adequate programming of activities as well as from certain flexibility in budget allocation through the annual meeting mechanism (see section 5.2 “Budget and expenditure”). Financial planning has been also facilitated by the fact that demand-driven activities (i.e. support for MCS and building cases upon request of countries) that are not easy to anticipate might have consumed a maximum 15% of budget at the date of MTR. Moreover, effectiveness of Project implementation can be attributed to the capacity of TMT and the FCWC Secretariat to bring additional funding to support some activities (e.g. cofunding with NOAA of the regional training workshop held in Accra in July 2016).

Appreciating the effectiveness of Project implementation should also make reference to the effects that have been generated by the project and that are not directly linked with outcomes and outputs in the RBM matrix. These relate in particular to the strengthening of regional cooperation in fisheries MCS and enforcement in a context where FCWC is a relatively young regional fisheries body (see also section 7.3 “Impact”). These are believed to be significant contributions to the regional initiative to stop illegal fishing in the FCWC area.

Major concerns regarding the effectiveness of Project implementation in the remaining period (15-16 months) are as follows:

- Consolidating the WATF concept should be a priority for the Project; in the meantime, expenditures under Outcome 1 have already largely exceeded the initial budget.
- Demand-driven activities are expected to significantly develop as a result of increased capacity of countries to contribute to and benefit from intelligence sharing as well as to act on MCS and chain of custody; raising the capacity of TT to provide adequate

services in a responsive manner, particularly in Francophone countries, could become an issue.

- Promoting further collaboration with partners to contribute to the implementation of certain Project activities through financial or in-kind assistance.

## 7.2. Efficiency of the Project Implementation Process

Appreciating the efficiency of the Project implementation process is not an easy task. This is mostly because comparison with similar projects elsewhere can hardly be found because of the very specific topic dealing with fisheries intelligence and MCS. Comparison with Fish-i Africa was envisaged by MTR due to the similarity of the concept, topic and basic processes of improved regional cooperation, information sharing, and strengthened MCS. However, there are significant differences with the Project since Fish-i is built on strengths including existing and active fisheries cooperation mechanisms and initiatives (IOTC, IOC, and SWIOFC) and relatively satisfactory MCS capacities of participating countries (with some exceptions like Comoros and Somalia) to promote intelligence provision and sharing through regional Task Force mechanism. The Project, in addition to promote intelligence provision and sharing through WATF, aims also at developing cooperation in fisheries MCS and enforcement in the FCWC area which is much less developed than in the Western Indian Ocean and at further contributing to enhanced MCS capacities in FCWC countries including through supporting the establishment of interagency NWGs. A comparative analysis with Fish-i could have been relevant if the geographical scope of the Project was the SRFC area.

Another reason explaining the difficulty to appreciate the efficiency is that challenges associated to the Project include consolidating existing and building new institutions as well as changing practices and behaviour of enforcement agencies. Such contribution to improved governance including improved responsibility and accountability of institutions is always difficult to appreciate on the basis of objectively verifiable indicators.

Meanwhile it can be argued that the efficiency of Project is undeniable based on the following considerations:

- Remarkable results have been achieved so far with reference to achievements and impacts/effects of the Project in comparison to relatively small inputs consumed in terms of funds (about NOK 7 million only) and time (19-20 months).
- Significant contribution of the Project as a catalyst to the regional initiative aimed at stopping illegal fishing in the FCWC area, including developing cooperation in fisheries MCS and enforcement. The level of expenditure needed to promote intergovernmental cooperation in the fisheries or the environmental sector is generally much higher than the budget of the Project<sup>16</sup>.

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<sup>16</sup> Although establishing comparison with other projects should be made with caution, the budget of two projects involved in the establishment of mechanisms for improved regional governance in fisheries and environment in West Africa can be mentioned as follows. The first project, namely GOWAMER « Gouvernance, politiques de gestion des ressources marines et réduction de la pauvreté dans l'écorégion WAMER », is financed by the EU. The WAMER (Western African Marine Eco-Region) region includes seven countries as follows: Mauritania, Cape Verde, Senegal, Gambia, Guinea Bissau, Guinea and Sierra Leone. The budget of GOWAMER project is close to EUR 10 million. The second project, namely CCLME (Protecting the Canary Current Large Marine Ecosystem), is financed by Global Environmental Fund (GEF). The CCLME project involves seven countries as follows: Morocco, Mauritania, Senegal, Cap Verde, Gambia, Guinea Bissau and Guinea). The budget of the CCLME Project is about US dollar 8.1 million.

- The TT members including in particular personnel from TMT, NFDS and SIF are fully dedicated to their work. In addition to ensuring a high quality of service delivery, this is believed to have greatly contributed to the success of the broad partnership supporting the Project.
- The contribution of the FCWC Secretariat and Member States to the implementation of Project activities and to the regional initiative in general is significant as it was mentioned before. It should be reminded also that one of the objectives of the LOA between TMT and FCWC is to ensure cost-effectiveness of regional meetings that are significant fund consumers<sup>17</sup>.
- The financial or in-kind contribution of TMT and other partners like NOAA to some activities of the Project (training, intelligence provision, intelligence analysis, and remote and in-country support) has contributed to the efficiency of project implementation.

### 7.3. Impact

It is too early to appreciate the long-term impact of the Project. On the other hand, the Project has already had tangible effects on fisheries governance and management in the FCWC area. Such appreciation is based on interviews with almost all Fisheries Directors and Head of MCS from the FCWC countries and with the FCWC General Secretary.

The Project has contributed significantly to enhanced capacity of personnel involved in MCS and enforcement through national and regional training and technical advice (remote and in-country supports). This is very much appreciated by countries since it has compensated the lack of qualification of most staff involved in fishing vessels MCS and chain of custody in the FCWC area. The Project activities related to the consolidation or development of interagency cooperation in every country through NWGs are also seen as a very much appreciated contribution to enhanced capacity of countries to better act on MCS for improved compliance.

Intelligence provision and sharing through basecamp system has also had several positive effects on the capacity of countries to better act against IUU fishing. These include awareness on the value added of intelligence in MCS, gain of confidence of enforcement agencies vis-à-vis their capacities to fulfil their mandate, improved reactivity of enforcement agencies to act against risk vessels, and greater rigor for the delivery of administrative acts.

The impact of the Project regarding increased compliance is difficult to measure due to the weaknesses of the monitoring systems in most FCWC countries. Moreover, some countries have developed other MCS tools for the last two years such as VMS in Ghana which makes it difficult to measure the real contribution of the Project on increased compliance. Meanwhile some countries emphasized that the Project and basecamp system in particular has had an undeniable deterrence effect on IUU fishing in the FCWC area.

Another appreciated effect of the Project is to be put in relation to the development of cooperation in fisheries MCS and enforcement in the FCWC area. This makes reference in particular to the operationalization of the MCS working group of FCWC through the WATF, the development of relationships and networking between key institutions and resource persons from the region during regional meetings, the strengthening of the FCWC Secretariat

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<sup>17</sup> According to the LOA between TMT and FCWC, “The project will directly support through TMT two Task Force meetings per year, a regional training per year, and a national training per country per year. Where possible these meetings will be combined with FCWC meetings, such as Ministerial and Director’s meetings. Where this is possible, the parties will cofound the initiatives, with each providing the funds from their meetings budget lines as agreed in writing beforehand”.

capabilities in terms of financial means, working facilities and personnel (communication officer), and the higher level of financial contribution of some States to FCWC like Ghana.

#### 7.4. Sustainability

In theory, sustainability can be described as the degree to which the benefits produced by the Project shall continue after the external assistance has come to an end. In the context of the Project, the notion of sustainability is not straightforward since it should consider the following:

- The Project is a first step of a process aimed at contributing to increased compliance of fishing vessels with fisheries legal frameworks in the FCWC area and more generally in West Africa through inclusion of intelligence in MCS and enforcements mechanisms at national and regional levels. The inclusion of intelligence is an innovative process in West Africa with FCWC countries. Moreover, the process involves other challenges including enhanced cooperation in fisheries MCS and enforcement, and more effective MCS and chain of custody systems and improved governance in the countries. Based on this, it can be anticipated that the process may take long time.
- It is only since one year that the Project has been fully operational, with reference to the inaugural/preparatory meeting for the WATF concept that was held in April 2015 and the formal establishment of the WATF in December 2015.
- Considering significant challenges associated to the process and time needed to build all necessary institutional and collaborative mechanisms in the context of the FCWC area, another phase for the Project has been envisaged.
- The sustainability of the Project will be also dependent on other national and regional efforts to improve MCS systems, legal frameworks and governance in FCWC countries in support of the regional initiative to stop illegal fishing in the FCWC area.

Based on the above, appreciating the sustainability of the Project may be too early in the process. Meanwhile, the **main factors of sustainability of the Project** can be highlighted as follows:

- Full ownership of the Project by direct beneficiaries. In particular, this would involve further involvement of the FCWC Secretariat in Project planning and management as well as adequate integration by the Project of WATF decisions and request in relation to the regional initiative.
- Prevention of possible limitations with basecamp system. The sharing of information that may be sensitive has not been seen as an obstacle as of now. However, some countries said that there may be a need to develop specific protocols for the sharing of information through basecamp as the initiative develops in order to anticipate on possible obstacles that may affect the development of the system.
- Prevention of possible dispute at bilateral level that may affect regional cooperation in fisheries MCS and enforcement.
- Further contribution of FCWC countries to the WATF concept and to the regional initiative. The key players that are the Fisheries Directors, Head of MCS and Focus groups within NWGs are convinced of the value of the Project and of its contribution to the regional initiative. When it comes to higher level decision-making, and despite the adoption of the Project and support given to the establishment of WATF by the Conference of Ministers, there is still a need to further convince politicians on the value of the initiative and on the rationale for increased investment based on political,

legal and economic (return on investment associated to intelligence and MCS) considerations. Related challenge would be that political will is effectively translated into increased means for MCS, decreased political interference when cases occur and increased support to the FCWC Secretariat and the WATF concept. Financial mechanisms based on State revenue received by way of fines could be explored.

- (following the above statement) Developed financial and human capacity within the FCWC Secretariat to sustain the WATF concept. This would involve ensuring the day-to-day administration and management of basecamp including simultaneous translation, possibilities of hiring technical expertise participating in the TT work such as TMT, NFDS, SIF or other service providers, possibilities for the WATF to hire service providers for capacity building of countries in MCS and chain of custody, and financing the two biannual WATF meetings.
- Inclusion of the WATF' function related to intelligence provision and sharing (basecamp system) in a regional MCS center. The idea of developing a regional MCS center in support of the regional initiative has been regularly evoked by FCWC countries. The center would also host several and complementarity tools and mechanisms including a platform to facilitate the exchange of national expertise and experiences between FCWC countries (MCS centre of 'excellency'), a regional database for fishing vessels flying an FCWC state flag (current combined license list in basecamp could contribute), and a regional VMS. The development of a regional MCS center will require external funding; the EU through PESCO programme is currently considering this issue.
- Reduced gap among countries in terms of their MCS capacities including legal frameworks, and increased harmonization of policy and legal frameworks including MCS procedures. The rationale behind the reduced gap is that at the end of the Project all countries can equally contribute to and benefit from intelligence provision and sharing for improved compliance of fishing vessels. It can be anticipated that this would require further support in Benin, Cote d'Ivoire, Nigeria and Togo. Legal activities should also include signature of the FCWC convention on information sharing by Nigerian authorities as well as accession and ratification by some countries of other key international instruments such as PSMA. The legal overview supported by the Project (on-going) has identified a list of actions that could be promoted to ensure better domestication of FCWC provisions (binding agreements and voluntary instruments such as RPOA-IUU), to improve legal response to the ten most common fisheries violations in the FCWC area and to support harmonization.
- Further involvement of national expertise in the WATF concept. Apart from the FCWC General Secretary who is member of TT and CT, and the facilitation provided by the TMT Regional field coordinator and the FCWC Communication officer, there is no other expertise from the region in the overall technical assistance mechanism. In order to contribute to this need, the Project is intended to support the establishment of a communication platform aimed at facilitating the planning and facilitation of regular exchange of national expertise and experiences between FCWC countries (notion of MCS centre of 'excellency'). Such platform would be fully administrated by the FCWC Secretariat.
- Increased responsibility and accountability of institutions involved in MCS and chain of custody. This would imply promoting specific activities aimed at fighting against corruption and excessive politicization of the management of the fisheries sector that can be observed in some countries.

## 8. SPECIFIC EVALUATION QUESTIONS

### **Is the support given to West African countries through TMT the most efficient and relevant method/way in order to reach the goals set?**

One of the main weaknesses of TMT, the implementing institution of this Norad-funded Project, refers to the smallness of the foundation in terms of staffing and internal organization. This problem has been exacerbated by particular conjuncture faced by TMT in 2014, which has resulted in some delays in project implementation. As the Project developed, TMT has however proved its capacity to adequately respond to the Project needs, and TMT is currently increasing its managerial and technical staff.

Another weakness of TMT can be put in relation to the lack of experience in the management of a development project as well as in working in partnership with West African fisheries institutions. Countries from the FCWC area were also not used to work directly with a private institution in the domain of institutional support, which is believed to have slowed down the ownership process of the Project at the beginning.

These weaknesses have been however largely compensated by highly dedicated staff to ensuring adequate Project implementation in accordance to plan and budget of the Project whilst involving CT members in the preparation of the implementation plans. TMT has also a proven know-how and experience in providing technical inputs in a domain (intelligence and MCS) where expertise is rare. This asset is also based on an extensive network and proven collaboration with key players in vessel intelligence and fisheries MCS including Interpol, SIF and NFDS. Moreover, during project implementation, TMT has not only been a ‘receiver’ but also a contributor to the Project through fund-raising initiatives.

Another advantage of implementing the Project through TMT is that the foundation is believed to be more adaptive and reactive than other ‘more traditional’ agencies. This is an asset when considering the process approach that the Project had to adopt during the first year of implementation so as to take into consideration the needs and concerns of the FCWC Secretary and Member States, until the WATF was formally established. Reactiveness of TMT and its technical partners including SIF and NFDS is also particularly appreciated in a context where the level of support to country upon request for MCS and chain of custody can hardly be anticipated.

Finally, it can be argued that to the contrary of some international NGOs which may have hidden political agendas, TMT has proved to work as any technical agency supporting governmental institutions in the context of a public project.

### **Is the extension of the WATF concept to wider West African region at the end of the Project still a realistic and valid option?**

One of the main challenges relating to the extension of the WATF concept to wider West African region is that this should not affect the effectiveness of the on-going WATF concept in the FCWC area. Successes of the WATF concept that have been achieved so far can also be attributed to the existing cohesion among FCWC Member States. The risk to extend the WATF concept to other players in West Africa may affect this cohesion. Moreover, it seems unlikely that a country from a given regional fisheries body (SRFC or COREP) would accept to join the WATF on a bilateral basis.



If the objective of an extension of the WATF concept to wider West African region is to promote the inclusion of intelligence in MCS systems in the region and to gradually promote a network of Task Forces across Africa, the preferred option - when considering realism and cost-effectiveness criteria - is to promote similar WATF concepts in other groupings or RFB (e.g. SRFC, COREP) and to gradually develop collaborative mechanisms relying in particular on protocols for information sharing between specific intelligence systems and Task forces at each grouping level.

This also means that in the remaining Project time period, priority should be put on consolidating the WATF concept and contributing to its sustainability. If a Phase 2 for the project is confirmed, actions to promote the adoption of similar concept in other RFBs or groupings involving other West African countries should be envisaged. This would first involve developing adequate communication support<sup>18</sup>.

Furthermore, in the perspective of the promotion of a similar WATF concept in the SRFC area, complementarities with the Dashboard initiative (on-going) could be developed. This initiative aims at developing a regional fisheries information system in the SRFC area. Moreover, communication and experience sharing could be facilitated through the existing Protocol of agreement between the FCWC and SRFC secretariats aimed at promoting collaboration between the two RFBs.

## 9. CONCLUSIONS AND RECOMMENDATIONS

The Project is an ambitious, challenging and innovative project in West Africa, aimed at contributing to increased compliance of industrial fishing vessels with legal frameworks in the FCWC area. The main focus of the Project is to promote the provision and sharing of information between key players in the FCWC area involved in MCS and chain of custody. The Project also aims to contribute to the development of regional cooperation in fisheries MCS and enforcement and to capacity building of enforcement agencies in the FCWC area. The concept of the Project which includes the establishment of a regional Task Force (WATF) is also expected to be extended to wider West African region. Another challenging issue of the Project refers to governance and management arrangements that are based on a broad partnership involving in particular the FCWC Secretariat and TMT.

The relevance of the Project to the direct beneficiaries is very high when considering in particular the regional initiative to stop illegal fishing in the FCWC area and the contribution of the Project to this initiative. There are also complementarities and synergies between the project and other national and regional efforts for improved MCS in the FCWC area.

Progress made by the Project after about 20 months of implementation is remarkable. In spite of some delays observed at the beginning of the Project, the work plan is generally followed and outputs delivered according to annual plan and budget. This can be largely attributed to the large adhesion of each partner to the Project concept and further political support provided by the FCWC Conference of Ministers. This can also be attributed to the quality of work

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<sup>18</sup> In margins of the 23<sup>rd</sup> extraordinary session of the Coordinating Committee of SRFC that was held in Banjul early in August 2016, the MTR could meet with most of Head of MCS and Fisheries Directors from the SRFC Member States as well as to representatives from the SRFC Permanent Secretariat. In general the level of knowledge of both the FCWC regional initiative to stop illegal fishing and the Project is actually very low. This tends to indicate that promoting the adoption of similar concept in SRFC area cannot be achieved in the remaining Project period and that this will have to be adequately addressed during Phase 2 of the Project.

delivered by TMT and its technical partners including SIF and NFDS as well as to the enabling environment facilitated by the FCWC Secretariat. The Project also has proven to be adaptive and opportunistic which is a key condition of success of such intervention.

The Project is effective in the way that the Project is progressing well in terms of outputs and outcome deliveries as well as in terms of process (governance) with specific mention to the formal establishment of the WATF as a subsidiary body of FCWC. Progress made towards the WATF concept is very satisfactory. This concept is based on four main interrelated pillars: WATF, Interagency NWGs, basecamp, and Technical Team.

The quality of the outputs is generally remarkable and the Project has already generated positive effects towards more effective regional cooperation in fisheries MCS and enhanced MCS and enforcement capacities at national and regional levels.

Overall, the effectiveness and efficiency of the Project at the time of MTR have proved to be very satisfactory. This also makes reference to the significant contribution of the Project to the regional initiative aimed at stopping illegal fishing in the FCWC area.

The partnership has been beneficial to each key partner. The management of the Project which is the responsibility of TMT is satisfactory when considering the benefits that have been produced so far by the intervention. However, in order to strengthen this partnership and to promote the sustainability of the WATF concept, further involvement of the FCWC Secretariat and TMT technical partners in Project planning and management is needed.

The Project is on track in contributing to increased compliance within industrial fishing operations in the FCWC area and more generally in West Africa through the development of the WATF concept. Time needed to develop and sustain such innovative process will exceed the duration of the Project, unless a phase 2 of project is confirmed. Moreover, the achievement of the overall objective of increased compliance will also depend on other national and regional efforts supporting the FCWC regional initiative to stop illegal fishing. In a longer term, this will also involve promoting similar WATF concepts and gradually linking the WATF to other Task Forces in West Africa including in the SRFC and COREP areas. The challenge related to the extension of the WATF concept to wider West Africa should however remain out of the scope of the Project in the remaining time period.

In the remaining Project time period (15-16 months), focus should be placed on confirming the validity of the WATF concept and starting to further convince decision-makers to contribute to its sustainability. During this period, the Project should also continue to support the development of cooperation in fisheries MCS and enforcement and capacity building of enforcement agencies in the FCWC area. In the meantime, the Project should also contribute to the preparation of a second phase whilst making use of lessons learned during phase 1.

Therefore, priorities in the remaining Project period should be placed on:

- 1) Consolidating the effectiveness of the WATF concept including continuing developing intelligence provision and exchange in basecamp and building the capacity of the interagency NWGs;
- 2) Integrating, where relevant, WATF decisions and requests in the programming of activities of the Project (e.g. develop a strategy for a regional approach to reefer controls);
- 3) Increasing the capacity of Technical Team (TT) to deliver adequate support to countries for MCS and chain of custody in a responsive manner, with the aim of increasing the number of successful vessel controls and prosecutions;

- 4) Contributing to activities that are not in the direct scope of the Project such as improved MCS systems and legal frameworks but that are necessary for the success of the Project and the FCWC regional initiative;
- 5) Contributing to the preparation of possible Phase 2 of Project focusing on the sustainability of the WAFT concept, the wider strengthening of MCS systems including legal frameworks in FCWC countries, and the promotion of similar WAFT concept in other West African groupings

Furthermore, considering that consolidating the WAFT concept should be a priority in the remaining Project period, that most of activities dealing with this goal are under Outcome 1 (support to WATF meetings, basecamp, TT, and communication), and that expenditures under Outcome 1 have already largely exceeded the initial budget, there may be a need to envisage a budget revision. This question will have to be raised by the next CT meeting, whilst taking into consideration the flexibility of the mechanism to adopt Project annual implementation plans and budget. Also, it will be important to ensure that a possible revision would negatively impact the delivery of outputs under Outcome 2, in particular those relating to provision of INTREPs, capacity building, strengthening and formalization of Interagency NWGs, and increased capacity of TT to deliver adequate support to countries for MCS and chain of custody in a responsive manner.

Moreover, in order to better address the need to contribute to the realization of some conditions of success of the Project regarding the overall objective of improved compliance, possibly through bringing further partners to the initiative, it could be necessary to add a separate outcome (outcome 3) dealing specifically with Project contribution to the strengthening of the existing MCS systems and related legal frameworks in the FCWC area. Such separate outcome could also include activities aimed at contributing to the preparation of Phase 2 of the Project.

**Based on the above, it is recommended that:**

1. A one day meeting of the Coordinating Team should be held before the end of November 2016 (one year before the closing of the Project, phase 1), with the objective of reviewing the work plan for 2017 based on:
  - a. Initial work plan of the Project;
  - b. Insights of MTR;
  - c. Proposed corrective measures regarding training and communication activities (see table 7 below); and
  - d. Proposed list of outputs and activities under possible outcome 3 (see table 8 below).
2. The main partners should be further involved in the management of the Project in order to contribute to the sustainability of the intervention. This should involve making an addendum in the Project agreement to enable the participation as observer of the FCWC General Secretary to the last annual meeting between TMT and Norad (to be held tentatively in March 2017), and circulating the minutes from annual meetings between TMT and Norad to all members of the Coordinating Team.
3. The collaboration between TMT, FCWC and broader CT members for specific fund-raising and for promoting dialogue with other partners should be strengthened. The objective would be to promote actions that may be out of the scope of the Project but that are believed to significantly contribute to increased compliance in the FCWC area (improved MCS, improved legal frameworks, harmonization of legal provisions, etc.).
4. The preparation of a wider strategic programme to implement the regional initiative to stop illegal fishing in the FCWC area, where Project Phase 2 would become a key

component, should be promoted. Such recommendation aims at contributing to the sustainability of the WATF concept by confirming the formal link of the Project with the FCWC regional initiative. It also aims at promoting further complementarities and synergies with other national and regional efforts contributing to the regional initiative.

5. A process for preparing a project document for phase 2 of the Project should be launched before the end of 2016, in close consultation with the FCWC Secretariat and Member States. Project formulation should also make use of lessons learned during phase 1 of the Project regarding project design, governance and management (see also table 8).

**Table 7. Proposed corrective measures for further improvement of training and communication activities in the remaining Project time period**

Domain of action	Proposed corrective measures
<u>Training should be further improved</u>	<ul style="list-style-type: none"> <li>• Adaptation of thematic issues based on needs assessment that are done after each training (on-going)</li> <li>• Customization of material/approach to better match the realities of the FCWC region</li> <li>• Further involvement of francophone trainers</li> <li>• Further empowerment of national expertise</li> <li>• Further practical session to complement class-room session with a focus on vessel inspection (practical sessions should however only be envisaged during national training when considering the logistical organisation needed)</li> <li>• Participate in the nomination of participants to the workshops (to increase the likelihood that training activities will satisfactorily reach the objective of enhanced capacity of resources persons participating in NWGs in fisheries MCS and chain of custody)</li> </ul>
<u>Communication should continue to be stimulated and adjusted</u>	<ul style="list-style-type: none"> <li>• Further specify key contents and messages to be developed in the communication plan (what is the FCWC regional initiative, what is the WATF concept and its link to the regional initiative, what is the link between WATF and FCWC subsidiary bodies, what is the link between the Project and the FCWC regional initiative, what have been the achievements of the project, what are the perspectives of the Project, what are the perspectives in view of the extension of the regional initiative to wider West African and its link with Panafrican initiative)</li> <li>• Enhance the dialogue between SIF and the FCWC Secretariat for the preparation of the communication plan</li> <li>• Examine the renaming of the project in view of a possible phase 2 to make sure that in the common usage priority be given to the WATF concept</li> <li>• Implement the communication plan, including improving web presence on FCWC website (on-going)</li> <li>• Examine the possibilities for further involvement of the FCWC Communication officer in the implementation of the communication plan (to contribute to the promotion of national expertise)</li> </ul>

**Table 8. Proposed list of outputs under possible outcome 3**

Outputs	Comments
<b>Outcome 3. Other contribution of the Project to the regional initiative to stop illegal fishing in the FCWC area is ensured</b>	
Output 3.1 Policy informed on the value of further supporting the WATF concept	<p>This output would consist of developing specific material and approach to support lobbying at politician level, including developing arguments based on economic, legal and policy considerations. The purpose would be to raise awareness on the validity of the WAFT concept and the need for increased contribution of States to the regional initiative.</p> <p>This would include a specific study comparing the economic losses resulting from IUU fishing in the FCWC area and the required public investment in terms of intelligence, MCS and enforcement to stop illegal fishing in the FCWC area. This would also include the preparation of adequate communication material.</p>
Output 3.2 Established regional ‘MCS centre of excellency’	This output would be a contribution to the establishment of a regional MCS center in the FCWC area
Output 3.3 Operational capacities of enforcement agencies improved	<p>This output would include the development and/or the provision of additional tools to gather further intelligence and evidence during inspections:</p> <ul style="list-style-type: none"> <li>- manuals or guides</li> <li>- basic small equipment (e.g. camera, smartphone)</li> </ul>
Output 3.4 Legal frameworks improved	<p>This output would allow for a minimum follow-up on findings and recommendations from legal studies supported by the Project.</p> <p>It would also support the preparation of Phase 2 of Project as well as the possible formulation of a wider strategic programme related to the regional initiative to stop illegal fishing in the FCWC area</p>
Output 3.5 Support to the formulation of Phase 2 of Project	<p>This output would include a specific study on lessons learned from Phase 1, as well as specific study on more in-depth evaluation of the efficiency of Project implementation.</p> <p>Main lessons learned from Phase 1 would include: ensuring a further involvement of the FCWC Secretary and technical partners in project management including approval of annual action plan and budget, possibly by establishing a tripartite steering mechanism; reconsidering the 5% share for administrative management cost which is believed to be underestimated for such a project; setting-up an effective M&amp;E function based on adequate indicators.</p> <p>Another lesson learned is that strengthening the capacity of the FCWC Secretariat is critical in view of the sustainability of the WAFT concept. This would have to be adequately addressed in phase 2, through possibly providing a specific technical assistance in support of the Secretariat.</p> <p>Phase 2 should also include activities aimed at exploring on how countries could further participate to the WAFT concept, possibly through developing mechanisms based on State revenue received by way of fines.</p>

## **ANNEXES**

### **Annex 1. Terms of Reference for the MTR**

#### **I. Introduction**

NORAD has granted TMT up to NOK 12,0 million for the implementation of the project Fisheries Intelligence and Monitoring, Control and Surveillance (MCS) support in West Africa in the period 2014-2017 (including costs of a mid-term review). The project document was agreed and the project agreement signed on 6 November 2014.

The planned outcomes of the project are that:

1. A collaborative platform for intelligence provision and exchange on regional West-African fisheries is developed and in operation
2. National fisheries authorities in six Western African countries are able to effectively act on fisheries intelligence to improve compliance of national and international fisheries regulations

According to article 5 of the NORAD-TMT West-Africa project grant letter, a midterm review of the Project shall take place in 2016. The following is the Terms of Reference (ToR) for this review.

#### **II. Background**

West and Central Africa is endowed with abundant fisheries resources. The fishery sector, in addition to providing revenue to governments through royalties and other fees collected through licences and fisheries access agreements, plays an important role in meeting the nutritional needs of populations, and providing employment to more than three million people. Marine fish production was estimated at almost two million tonnes in 2011, which is approximately 3.5 % of the world's annual fish production.

However, this valuable resource is under threat due to various political, economic and environmental factors including high incidences of Illegal, Unreported and Unregulated (IUU) fishing. Numerous cases of illegal fishing activities are reported annually off the coast of West African states, resulting in this region having the highest levels of IUU fishing globally. A number of factors contribute to this situation, however among the most significant are limited Monitoring Control and Surveillance (MCS) capacity, 'intelligence' on the operations and operators of illegal fishing vessels, and limited regional cooperation between coastal States.

To address this need in West Africa, TMT developed the Norad supported project 'Fisheries Intelligence and MCS Support in West Africa', in cooperation with relevant organisations and the countries themselves. The approach underpinning the project rests on the sharing of intelligence and information between fisheries enforcement officers, technical experts, regional organisations and other regional and global players, supported by practical tools, to spur enforcement actions against illegal fishing operators to help reducing illegal fishing in West African coastal waters. The project is implemented by TMT, in close cooperation with and support from Stop Illegal Fishing and the Fishery Committee for the West Central Gulf of Guinea (FCWC). The target 'Task Force' countries are Ghana, Cote d'Ivoire, Nigeria, Liberia, Togo and Benin.

### **III. Scope of the service required**

According to article 5 of the NORAD-TMT West-Africa project grant letter a midterm review of the Project shall take place in 2016. The main expected outputs and Scope of Work is:

The overall considerations is to which extent the project so far has been implemented according to plan and budget, if it is on track in contributing to improved compliance within industrial fishing operations in the target countries and wider region, and on how the project can be further improved in the remaining project period. Please refer to these ToR's Annex 1 which is an extract from the Project Proposal describing the outcomes and indicators for the Project.

As this is a midterm review the main purpose is to assess to what extent the Project has delivered on the short and medium term outputs and outcomes as described in the Project Proposal. Each output and outcome has specific indicators and the review should consider the status of these indicators. Any unintended consequences identified and possibilities for improvements should be pointed out, including formulation of revised/additional indicators.

The review shall also consider to which extent the Project so far is on track with regards to also fulfilling the long term Project outcomes, if there are unintended positive or negative effects, and if corrective actions should be taken to redirect efforts.

In considering the effectiveness of the Project outcomes, it should be taken into account if the work carried out up to now has also been efficient; if the cost to date can be justified by what has been achieved so far. The efficiency of the Project should also be considered.

The relevance of the project should be assessed; to which extent does the Project conform to the needs and priorities of the target groups and the policies of partner countries and NORAD.

Even though this is a mid-term review it is desirable to have a preliminary assessment of the sustainability of the project, that is, the likelihood that the benefits from the project will be maintained at an appropriate level after the Project has ended.

This being a midterm review it is considered premature to assess in depth the long term impact of the activities, but we do expect a first assessment of this factor.

Recommendations and insights from the review will be carefully considered and incorporated into the Project Plan and implemented during the continuation of the project where relevant, and as agreed between the partners.

### **IV. Sources of information**

The sources of information for this review are as follows, but not limited to

1. 140716 TMT-PROJECT DOCUMENT Fisheries Intelligence and MCS Support in West Africa
2. 141016 TMT response to Norad re TMT Capacity moving forward
3. 141106 NORAD-TMT West-Africa project grant letter
4. 141110 TMT West Africa Project Inception Report
5. 150308 TMT West Africa 2014 Project Progress Report
6. 151027 Brief Status report of TMT West Africa MCS-project
7. 160215 TMT 2015 Progress Report - Fisheries Intelligence and MCS Support in West Africa
8. Financial reports 2014 and 2015
9. Agreed Minutes from Annual Meetings in 2015 and 2016
10. Information on Basecamp accessed together with TMT staff
11. West Africa Task Force meeting reports

12. 2015 FCWC Ministerial Meeting Report
13. Review of agendas and materials from regional and national workshops
14. Interviews with TMT staff and involved implementing partners
15. Interviews with partner representatives during visit West-Africa. The field trip is tentatively scheduled to coincide with a regional training in July.
16. Any other documents of relevance produced by TMT after the Annual Meeting 2016
17. TMT Ethical Guidelines

**V. Structure of the assignment and time schedule:**

Period:

We foresee an evaluation period from Mid-April to end of May of 5-6 weeks in total, hereof around 10 days in participating countries.

<b>Product</b>	<b>Approximate Duration of task</b>	<b>Deadline</b>
Desk-study of documents, preparation of inception report and interviews in Norway and the UK	<b>10 days</b>	May/ June 2016
Field trip to West-Africa, tentatively scheduled for a regional training in July. Meetings with representatives from participating countries	<b>8-10 working days</b>	July 2016 (tentatively)
Writing of report, including draft and final version, as well as presentation of findings	<b>10 days</b>	July/ August 2016

Consultants:

- A senior level consultant should be responsible for the review, preferably working together with a local consultant in the project region.

We are looking for consultants with the following qualifications:

- Minimum 5 years of experience of development work in Africa, preferably in West—Africa, preferably with both NGO’s and governmental institutions
- Educational and professional insight into natural resource management, economic governance and institutional development, including fisheries
- Minimum 5 years of experience with conducting evaluations and/or reviews, whereof one Consultant at least two years leading evaluations/reviews
- Fluent in English verbally and written, and preferably also in French.
- References (persons and documents) of recent evaluations conducted by the evaluators.

Deliverables:

- An Inception report of max 5 pages is to be submitted to TMT and Norad within one week of the field work that is to be discussed with and approved by TMT and Norad before the fieldwork is realised.
- The review report shall be maximum 25 pages, plus front page, contents and annexes. The text-format is to be Times New Roman 12, 1,15 spacing and 2,5 margins. The report shall start with a three page Executive Summary, as part of the main report.
- A presentation shall be held for TMT and Norad of the main findings of the review, including a maximum 15-page PowerPoint presentation.



## **VI. Offer**

**The Consultant(s) will submit to the TMT a proposal within May 13<sup>th</sup> 2016**

**The proposal should consist of:**

**1) Proposed approach** to be used during the review (max five pages), including understanding of the assignment, methodology, presentation of service provider/team, availability, and budget for the total costs of the services offered.

**2) CV(s) of proposed Consultant(s) – max five pages each in standard EU format.**

## **VII. Questions to and contact details at TMT and Norad**

In case of questions or need for additional information during the drafting of the offer the Consultants(s) may contact:

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3. Kirsten Bjøru, Senior Fisheries Adviser, Norad. Cell phone +47 91554956. E-mail: [kibj@norad.no](mailto:kibj@norad.no)

## **VIII Annexes:**

1. Extract containing Outcomes and indicator of the project, pp 18-27 of document “140716 TMT-PROJECT DOCUMENT Fisheries Intelligence and MCS Support in West Africa”

## **Annex 2. List of documents consulted**

- 140716 TMT-PROJECT DOCUMENT Fisheries Intelligence and MCS Support in West Africa
- 141016 TMT Response to Norad Re: TMT Capacity Moving Forward
- 141106 NORAD-TMT West-Africa Project Grant Letter
- 141110 TMT West Africa Project Inception Report
- LOA between TMT and FCWC
- 150308 TMT West Africa 2014 Project Progress Report
- Agreed Minutes from Annual Meetings between TMT and Norad: 26 March 2015, and 01 March 2016
- 151027 Brief Status report of TMT West Africa MCS-project (in connection with 3<sup>rd</sup> grant disbursement request)
- 160215 TMT West Africa 2015 Progress Report
- Financial reports (2014, 2015 and 1<sup>st</sup> half 2016) and Disbursement requests
- TMT Ethical Guidelines and Social Responsibility (March 2015)
- Fisheries Intelligence and MCS Support in West Africa: Planned activities for 2016
- WATF Meeting report (11th – 12th April 2016, Accra) - DRAFT RECORD – May 2016
- Rapport de l’Atelier de renforcement des capacités du Groupe de travail national pour la lutte contre la pêche INN (Cotonou, 25-27 May 2016)
- Legal Overview: Working Paper (Ariella D’Andrea, Legal Expert) - Version of 1 May 2016
- WATF Communications Plan (July 2016) – DRAFT FOR CONSULTATION

### Annex 3. Work programme of MTR team during field visit

	AM	PM
Sun. 24/07	-	Arrival in Accra Documentation analysis
Mon. 25/07	Meeting with TMT (Chief Analyst, Analyst, Regional Field Coordinator) Work session between consultants	Work session between consultants (ctd) Meeting with TMT (Chief Analyst)
Tues. 26/07	Participation in the Regional workshop (national case studies on MCS)	Meeting with FCWC (General Secretary) First interview with French-speaking countries Meeting with TMT (Chief Analyst)
Wedn. 27/07	Meeting with TMT (presentation of basecamp system) Documentation analysis	Tel. conversation with Togo Fisheries Director Interview with English-speaking countries Meeting with TMT (Chief Analyst)
Thu. 28/07	Meeting with Ghana Fisheries Director Documentation analysis	Tel. conversation with Nigeria Head of MCS Second interview with French-speaking countries Meeting with NFDS expert
Fri. 29/07	Work session among consultants	Meeting with NOAA (Legal specialist) Wrap-up meeting with TMT and FCWC
Sat. 30/07	Meeting with TMT (Chief Analyst)	Work session among consultants
Sun. 31/07	Documentation analysis	Documentation analysis Departure to Banjul
Mon. 01/08	Meetings with Fisheries Directors from SRFC (Senegal, Mauritania, Gambia)	Meeting with Head of UCOS/SRFC Meetings with Head of MCS from SRFC (Senegal, Mauritania, Gambia)
Tu. 02/08	Meeting with Liberia Fisheries Director Work session among consultants	Meeting with WARFP Regional Team Meeting with SRFC Permanent Secretary
Wedn. 03/08	Departure of MTR team	-

## Annex 4. Result-based management (RBM) matrix

Outcome	Outputs	Activities	Indicators
Outcome 1.	Collaborative platform for intelligence provision and exchange on regional West-African fisheries developed and in operation		<ul style="list-style-type: none"> <li>- Well-functioning project governance and management</li> <li>- Operational intelligence system and sharing</li> <li>- Advanced knowledge of national and regional legal framework</li> </ul>
	1.1	Establish and maintain project governance and management structures	<ul style="list-style-type: none"> <li>- Relevant staff</li> <li>- Operational facilities and logistical support functions</li> <li>- Technical Team including meeting</li> <li>- Coordinating Team</li> <li>- Task Force including meeting</li> <li>- Key donors and stakeholders informed about the project</li> <li>- Information sharing with contributors</li> </ul>
		1.1.1 Recruit international expert(s) for English region	
		1.1.2 Recruit regional staff members	
		1.1.3 Establish and run local infrastructure and logistical needs	
		1.1.4 Recruit international expert(s) for French region	
		1.1.5 Establish Technical Team including inaugural meeting	
		1.1.6 Establish Coordinating Team	
		1.1.7 Establish communications strategy by SIF, and initiate guidance on growth of cooperation and partnerships with relevant intergovernmental organizations in the region	
		1.1.8 Establish 'Task Force' of representatives of participating countries including inaugural meeting	
		1.1.9 Engage funders and other international stakeholders to create a base for wider project support and extension	
		1.1.10 Build collaborative dialogue with other contributors (NGOs, community groups, associations, companies, etc.) for improved intelligence capabilities and to ensure no duplication of efforts	
		1.1.11 Project Administration established and operated	
		1.1.12 (initially 2.6.1) Technical Team meets twice annually (once independently, and once in association with FCWC annual Ministerial meeting)	
		1.1.13 (initially 2.6.1) Task Force meets twice annually (once independently, and once in association with FCWC annual Ministerial meeting)	
	1.2.	System for project data collection and sharing of West-African fisheries intelligence developed and maintained	<ul style="list-style-type: none"> <li>- Regional basecamp platform</li> <li>- Formally agreed information exchange protocol with countries and FCWC</li> <li>- Quantity and detail of West Africa intelligence in TMT database</li> </ul>
		1.2.1 Establish and maintain 'Basecamp' platform and engage representatives of the collaborative countries and regional organisations	
		1.2.2. Establish information exchange protocol with national and regional fisheries authorities contact points and other intelligence providers	
		1.2.3 Further capture and organise key fisheries operation characteristics and interests in Western African region (fisheries, species, ports, trade routes, owners, operators,	

	agents, fisheries legal structures etc.)	
	1.3 National, regional and international legal frameworks supported	- Baseline reports
	1.3.1 Develop baseline for the relevant regional bodies specific to fisheries enforcement and information sharing	
	1.3.2 Develop baseline for Ghana	
	1.3.3 Develop baseline for Nigeria	
	1.3.4 Develop baseline for Côte d'Ivoire	
	1.3.5 Further develop baseline for Liberia	
	<u>Outcome 2.</u> National fisheries authorities in Western Africa are able to effectively act on fisheries intelligence to improve compliance of national and international fisheries regulations	- Successful intelligence and information sharing between TMT, countries and regional organisations - Effective regional and national workshops and trainings - Effective remote and country MCS support - Improve national and regional MCS - Successful vessel controls and prosecutions increased
	2.1 Intelligence based on project data collection and analysis system provided to fisheries authorities (first year these reports will be basic)	- Fisheries intelligence reports - Written requests for intelligence
	2.1.1 Fisheries intelligence based on TMT tracking provided to countries as relevant	- Direct (phone, meetings, etc.) request for intelligence
	2.1.2 Monthly fisheries intelligence summary reports provided to countries (monthly).	- Toolbox materials
	2.1.3 Requests for intelligence from countries met with updated information	
	2.1.4 Develop toolbox ('risk' vessel lists, companies, intelligence gathering guidelines etc.) made available to national and regional fisheries authorities	
	2.2. Capacity in national fisheries authorities to interpret fisheries intelligence improved	- Regional workshops - National training - Country support visits - Remote support
	2.2.1 Realise regional workshops on interpretation of fisheries intelligence provided by TMT	
	2.2.2 Realise National training on basic data collection of fisheries intelligence with TMT-tools	
	2.2.3 Provide ongoing support by TMT on intelligence gathering and interpretation to relevant national and regional fisheries authority staff	
	2.3. Ongoing support (based on intelligence) to wider national and regional fisheries MCS efforts provided	- Response to remote support needs - Country support visits
	2.3.1 Provide remote support to wider MCS activities as identified by TMT and on request of national and regional fisheries authorities	
	2.3.2 Provide in-country support to MCS activities on request of national and regional fisheries authorities	
	2.4 National authorities capacity to build cases from fisheries intelligence through to prosecution increased	- Regional workshops - Remote and in-country support - Successful vessel prosecutions
	2.4.1 Regional workshop on intelligence and chain of custody	
	2.4.2 Provide ongoing support on evidence chain of custody, particularly in relation to	

		specific illegal fishing cases, at the national and regional level	
		2.5. Collaboration between domestic fisheries agencies improved	<ul style="list-style-type: none"> <li>- Quick-guide</li> <li>- Training workshop</li> <li>- Remote and country support</li> <li>- Demonstrated inter-agency cooperation</li> <li>- Successful vessel prosecutions</li> </ul>
		2.5.1 Provide quick-guide to role of fisheries authorities and collaborative actions between involved national agencies	
		2.5.2 Provide support to national authorities based on quick-guide and collaborative approach	
		2.6. Regional and international collaboration on MCS in West-African fisheries increased	<ul style="list-style-type: none"> <li>- Active participation and information sharing by countries / regional organisations on basecamp</li> <li>- Inter-country cooperation and information sharing</li> <li>- Regional training collaborations explored/developed</li> <li>- Successful vessel prosecutions</li> </ul>
		2.6.3 Countries / Regional organisations share relevant information and intelligence on established regional basecamp platform	
		2.6.4 Fisheries authorities personnel in West African States participate in exchanges and cooperate on MCS actions (including illegal fishing prosecutions) between participating countries and outside authorities	
		2.6.5 Explore and develop potential collaborations on regional training by other partners explored and developed	