Independent evaluation of the Enhancing the Maritime Safety and Security and the Fight Against Terrorism in the Gulf of Guinea project

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Planning, Performance Monitoring and Evaluation Unit

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Foreword

The Enhancing the Maritime Safety and Security and the Fight Against Terrorism in the Gulf of Guinea project contained important maritime safety and security components, which were implemented in partnership with the Institut de Sécurité Maritime Interrégional (ISMI). The components' two main outcomes were: i) increased outreach of ISMI and to military, police, civilian and port personnel engaged in maritime operations from West and Central Africa; and ii) strengthened capabilities and motivation of military and police personnel from West Africa engaged in maritime operations.

The project was the first project focusing on maritime security and received € 5,500,000.00 funding from the German Federal Foreign Office (GFFO) which was split between the two project components.

The scope of the evaluation was limited to the two components and assessed their relevance, coherence, effectiveness, efficiency, likelihood of impact and likelihood of sustainability. The evaluation served learning and accountability purposes, and covered the period from April 2023 to December 2024.

The evaluation followed a mixed-methods approach. The evaluation methods and tools included a desk review, participants surveys, semi-structured interviews, two field visits to Abidjan and Dakar, and focus group discussions with diverse stakeholders.
The evaluation found the project's relevance and to be highly satisfactory. The coherence, effectiveness, efficiency, likelihood of impact and likelihood of sustainability were rated as satisfactory.

The evaluation issued a set of seven recommendations of which three were accepted and four partially accepted. The evaluation was managed by the UNITAR Planning, Performance Monitoring and Evaluation (PPME) Unit and was undertaken by Stéphanie Vergniault and Benjamin Serebour. The PPME Unit is grateful to the evaluators, the UNITAR Peacekeeping Training Programme team and partners, as well as other project stakeholders for providing important input into this evaluation.

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Executive Summary

Background and Context

The Gulf of Guinea region (GoG) comprises two main regional blocks, including the Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS). Stretching from Senegal in West Africa to Angola in Central Africa, the region is rich in natural resources, including approximately 10 per cent of the world's oil reserves. Serving as a strategic transit route for global shipping and with over 90 per cent of the region's trading activities carried out by sea, ensuring the safety and security of vessels, the waters and port facilities are essential for economic growth and development for West and Central African countries. For the past 10 years, the region has experienced a myriad of maritime safety and security challenges, including piracy; armed robbery at sea; illegal, unregulated and unreported (IUU) fishing; and explosions and fire outbreaks at ports.

Project Description

Within this context, the Division for Peace of the United Nations Institute for Training and Research (UNITAR), in collaboration with the Institut de Sécurité Maritime Interrégional (ISMI) and with funding from the Federal Ministry for Foreign Affairs of the Federal Republic of Germany, initiated the "Enhancing the Maritime Safety and Security and Fight against Terrorism in the Gulf of Guinea Region" project. The intervention forms part of the broader regional efforts to implement effective response strategies to enhance safety and security in the region's waters and port facilities. The evaluation focused only on the project's maritime safety and security component, the two main outcomes of which are:

- Increased outreach of ISMI and to military, police, civilian and port personnel engaged in maritime operations from West and Central Africa;
- Strengthened capabilities and motivation of military and police personnel from West Africa engaged in maritime operations.

The project strengthened the capacity of military, police and civilian port personnel to acquire the knowledge and skills to respond effectively to existing and emerging safety and security challenges in their respective countries. It also created a platform for ideas and experience sharing, and enhanced collaboration and cooperation among actors and institutions.

Evaluation Scope and Methodology

The evaluation covered the period from April 2023 to December 2024 and assessed the intervention's relevance, coherence, effectiveness, efficiency, likelihood of sustainability and likelihood of impact.

The evaluation team employed a mixed methods approach to conduct the evaluation. The techniques and tools included a desk review, surveys, semi-structured interviews, two field visits and focus group discussions with diverse stakeholders, including training participants and staff of ISMI, UNITAR's project team, and the German embassy in Côte d'Ivoire. Both online and face-to-face means were used to conduct the interviews.

The evaluators adhered to the United Nations Evaluation Group (UNEG) ethical guidelines. Some limitations were identified during the evaluation process. These included the absence of contact with the end beneficiaries (communities near ports), an

assessment time frame that overlapped with ongoing activities, a low survey response rate (16 per cent) and a self-assessment questionnaire that partially misaligned with UNITAR's standards. Indeed, the Level 1 reaction questionnaire deployed by ISMI was not aligned with the UNITAR-required values of job relevance, intent to use, new information and overall usefulness and information, and could hence not be compared to other UNITAR training.

The findings per criterion are summarized below.

Relevance - Highly satisfactory

The evaluation found the project to be aligned with the 2030 Agenda for Sustainable Development, the German Federal Foreign Office (GFFO) policy guidelines for Africa and UNITAR's 2022-2025 strategic framework.

The evaluation also found the project to be aligned with the needs and priority areas of the beneficiary and institutions with regards to maritime safety and security, as well as with evolving regional and international contexts.

On gender equality and women's empowerment, the evaluation found the project to be limited to some extent as it reflects the situation in the sector, while also supporting the Leave No One Behind (LNOB) principle, as demonstrated through course accessibility, compilation of disability data and targeting participants from countries in special situations.

Coherence - Satisfactory

The project was aligned closely with the G7++ Friends of the Gulf of Guinea (FoGG) framework, an initiative established in 2013 to strengthen maritime security in the Gulf of Guinea (GoG). Significant projects in the maritime safety and security area were funded by the European Union (EU), but most of them were concluded in 2023, coinciding with the launch of the project's activities. Additionally, several countries have engaged in bilateral initiatives to strengthen port personnel

capacities in the GoG. The evaluation did not find any instances of concrete coordination or collaboration with these actors. This is because the project was exclusively focused on ISMI and, as noted, most EU projects had already concluded when the evaluated project began.

It was also found that, at present, there is no centralized mechanism for coordinating or sharing information about the training provided to port personnel through various interventions in the GoG.

When it comes to internal coherence, the project was aligned closely with other UNITAR initiatives on similar topics implemented over the years across various regions. This consistency underscores the global relevance and strategic alignment of UNITAR's maritime security efforts.

Furthermore, the project aligns with the national and institutional protocols aimed at enhancing maritime safety and security.

Effectiveness - Satisfactory

The intended outcomes and outputs of the maritime safety and security project component were achieved, despite some adjustments made to address specific external challenges, such as the availability of trainers and participants. The formulation of outcomes could have, nevertheless, been improved, from a results perspective.

One of the factors that hindered performance was time constraint and time management due to the timing of the grant funds in 2023, posing a challenge that limited the capacity of ISMI and its partners in organizing the training sessions as initially planned.

The evaluation found the selection process of the training participants to be effective, with beneficiaries occupying key positions within their various institutions linked to the subjects discussed in the training activities.

Moreover, the analysis of the number

and quality of the training sessions also highlights a good level of effectiveness. The training design and methodology also demonstrate strong effectiveness, with the learning objectives successfully achieved.

A 36 per cent growth in the number of participants between 2023 and 2024 demonstrates the effectiveness of ISMI's expanded schedule in enhancing its reach and addressing training needs in West and Central Africa.

The analysis of outcome 2 of the logical framework shows that the training activities, tailored to the principles of andragogy, have strengthened the capacities and motivation of West African officers.

While the project did integrate environmental and gender considerations into its design, ensuring adequate gender participation proved to be a significant challenge throughout its implementation. Achieving a 30 per cent female participation rate, as suggested by the GFFO, is an ambitious goal, especially considering that the maritime security field is still largely male-dominated. Nonetheless, proactive measures and a focused approach are necessary to increase female representation and foster a more inclusive environment in this sector.

Efficiency - Satisfactory

Adhering to the initial training delivery schedule was one of the biggest challenges for ISMI, given the significant delay in grant funds in 2023. The evaluation found that ISMI mitigated these constraints by applying adaptive management to adjust to implementation challenges with strong technical expertise and proven operational capacity, ensuring the delivery of high-quality training.

Furthermore, ISMI delivered specialized training to a wide number of countries aligned with international standards, addressing critical areas

with a regional approach. Prior to delivering the courses, the trainers reviewed and updated the ISMI portfolio.

Regarding the training schedule, it was deemed adequate by most of the survey respondents.

It was found that the project implementation arrangements are cost-effective, with the implementing partner's team contributing to resource optimization and the UNITAR team demonstrating strong performance in managing the project. Moreover, the project ensured excellent visibility for the donor, who expressed satisfaction with working alongside UNITAR and was highly pleased with ISMI's overall performance.

On financial specifics, 97 per cent of the funds received were executed, as per the interim financial report of 12 September 2024.

Likelihood of Impact - Satisfactory

The evaluation observed the presence of a noticeable change in behaviour and practices among beneficiaries following the training, driven by the high level of participant ownership, as the skills acquired are directly applicable to their daily operations. As a result, the improved knowledge and skills of maritime and port personnel in managing risks and hazards associated with relevant cargoes in ports have significantly enhanced their capacity to ensure safer and more efficient operations. Moreover, the project has increased awareness of maritime security challenges in the ports of the GoG.

Within the short implementation time frame, however, the evaluation found that it was too ambitious to assess the number of ports that have implemented or modified their security plans as a result of the training programme, and all

the more challenging given that the figures and targeted effects in the logical framework were not precisely defined at the start of the project. However, various sources indicate that the project has had a significant impact on national policies.

On a wider scope, it was found that the regional approach adopted by the project has been a key factor in facilitating the exchange and adoption of best practices among port stakeholders in the GoG region. In this regard, the project has significantly strengthened the coordinated response of various actors involved in port security through its regional approach.

To some extent, the focused scope of the training sessions and the absence of a formalized post-training follow-up mechanism may have influenced the extent to which the project achieved its full potential in contributing to the improvement of maritime security in the Gulf of Guinea.

On the other hand, the networking opportunities among participants and the creation of WhatsApp groups for staying connected and exchanging knowledge proved to be a valuable practice, fostering collaboration and continuous learning.

Finally, it is relevant to highlight that one of the unexpected outcomes of the training is its contribution to the career progression of participants, equipping them with advanced skills, certifications and opportunities that enhance their professional growth.

Likelihood of Sustainability - Satisfactory

The project presents several elements of sustainability, notably because it is a capacity-building initiative focused on the transfer of knowledge and the development of sustainable skills. The sustainability of the project's results beyond its lifecycle is estimated by survey respondents to be between 5 to

10 years with a low risk of turnover.

One factor found as a challenge to the sustainability of the programme is the rapid evolution of the legal and regulatory framework in port security, which requires ongoing adaptation. In this regard, the existence of local specialized expertise in the region could play a crucial role in significantly enhancing the sustainability of the project.

Recommendations

The evaluation issued seven recommendations.

1. **On training relevance (short term)**

UNITAR, in collaboration with its partners, should provide and regularly update training on topics that were found to be relevant to participants' needs and in line with global security trends and regulatory frameworks. These could include:

a) Increasing cybersecurity training, as this area is critical for ports to meet evolving technological requirements. There is the need for more comprehensive coverage of this training to ensure the preparedness of ports to address emerging cyber threats effectively.
b) Developing more in-depth training on bulk goods and maritime pollution to address the growing demand and need for expertise in this area.
c) Addressing the issue of IUU fishing by providing operational training for inspectors, as well as training for regulators and cooperatives.

2. **On training coherence (medium to long term)**

UNITAR and its partners should enhance coordination with other organizations that are implementing training on maritime safety and security

in the region through the establishment of communication channels or any other collaborative initiatives. This approach will promote information sharing, harmonize activities and minimize duplication of efforts, thereby enhancing the efficiency and impact of training programmes.

3. On strengthening local and regional institutional capacities and collaboration (medium term)

UNITAR, with support from its partners, should encourage and strengthen efforts at promoting collaboration, the exchange of good practices and the sustainable impact among stakeholders from ports across the region and engage in joint initiatives, such as Training of Trainers (ToT). This could include:

a) Developing and implementing a dedicated programme to certify trainers and establish a robust pool of specialized regional experts in port safety and security, focusing on fostering local expertise, addressing immediate training needs, ensuring timely delivery of sessions and reducing dependency on external experts. Additionally, prioritizing the rescheduling and expansion of the ToT programme and the frequency of training sessions to build long-term regional expertise and cultivate true specialists across various fields in port security.
b) Expanding training programmes to include operational personnel, such as dockworkers and stevedores, in the long term, to strengthen their skills and broaden the programme's overall impact after the initial focus on management and mid-level employees.

4. On gender (medium to long term)

UNITAR, with support from its partners, should promote gender inclusion by implementing targeted outreach strategies, beyond the selection criteria, and introducing strategies or mechanisms to encourage greater participation of women in future training programmes. This could include the organization of dedicated trainings for women as well as developing specific content on maritime safety and women, and/or looking for collaboration with maritime specific organizations, such as the Women's International Shipping & Trading Association (WISTA).

5. On competency framework and participants' skill sets (short term)

UNITAR, with support from its partners, should create a competency framework and establish or strengthen tiered training levels, such as beginner, intermediate and advanced, to effectively address the diverse skill sets of participants. This should be accompanied by a refined selection criterion to ensure participants meet the required baseline knowledge and are better suited for the training. Ideally, the selection criteria would be more efficient if supported by a pre-training questionnaire to assess the level of expertise of participants. While a pre-training test makes sense, its impact is limited, as participants were appointed by port authorities. This could complement the already existing distinction between Level 1 and Level 2 training.

6. On learning reinforcement (medium to long term)

UNITAR should establish a comprehensive capacity-building framework in future phases, including follow-up training sessions, refresher courses and online modules, to sustain competencies developed during the project. Coaching should be considered as a more long-term objective. This

could include establishing a continuous learning and adaptation framework to address the rapidly evolving nature of port security and ensure stakeholders maintain a high level of readiness. UNITAR could establish a continuous learning and adaptation framework by developing e-learning platforms, organizing periodic refresher courses, providing on-the-job coaching and conducting simulation exercises. These activities would help stakeholders to stay updated on evolving port security challenges and maintain high levels of readiness. However, it is important to acknowledge that, while UNITAR has significant capacity to act, the scope of its efforts is ultimately influenced by the availability of funding and the priorities established by the donor.

7. On results framework, monitoring and follow-up mechanisms (short term)

UNITAR should ensure the alignment of implementing partners with UNITAR's Certification Policy by, for instance: awarding certificates of completion when objective knowledge assessments are successfully deployed; working to strengthen the partner's evaluation practices, including aligning Level 1 and introducing Levels 2 and 3 of the Kirkpatrick-Phillips Training Evaluation approach; improving the formulation and tracking of outcome indicators; introducing participant monitoring tools to track progress; identifying areas for improvement; and measuring long-term impact.

Lessons Learned:

1. The regional approach of the project is key to fostering collaboration and the exchange of best practices among stakeholders, a model that created the platform for long-term impact and sustainability.

2. Port security is dynamic and continuously shaped by advancements in technology, geopolitical shifts and evolving security threats. Therefore, regular updates to training curricula are essential to keep pace with these changes.

3. A structured framework for continuous learning and adaptation is essential to ensure stakeholders are well-equipped to address emerging challenges effectively.

4. Proactive measures, such as targeted outreach and recruitment, and gender-sensitive training materials, are essential to foster gender balance and promote greater diversity in maritime security.

5. A thorough selection process that identifies participants' knowledge levels is important for the successful delivery of training.

6. A timely and scheduled selection process is key to ensuring greater participation of port staff given the key nature of their work in the supply chain. However, the effectiveness of this process largely depends on the availability of funds and the length of the implementation timeline.

7. Developing local expertise is crucial for the sustainability of such initiatives as it addresses immediate training needs, strengthens the resilience of port personnel by fostering endogenous training capabilities, and ensures the long-term continuity of capacity-building efforts in the region.

8. Focusing primarily on management-level participants was crucial, especially at the beginning of the project. While targeting operational-level personnel, such as dockworkers and stevedores, is important, it is better suited for mid- to long-term implementation. This approach

effectively prioritizes strategic engagement but also underscores the need for greater inclusivity to broaden the programme's overall impact.

9. The two-year timeline presented limitations in fully addressing systemic challenges, highlighting the value of establishing a long-term capacity-building framework and incorporating follow-up mechanisms to ensure sustainable progress. However, in training and project management, timelines are primarily determined by the availability of funds. Training should, by default, adopt a long-term vision.

Résumé exécutif

Introduction et context

La région du Golfe de Guinée (GdG) comprend deux blocs régionaux principaux, à savoir la Communauté économique des États de l'Afrique de l'Ouest (CEDEAO) et la Communauté économique des États de l'Afrique centrale (CEEAC). S'étendant du Sénégal en Afrique de l'Ouest à l'Angola en Afrique centrale, la région est riche en ressources naturelles, dont environ 10 pour cent des réserves mondiales de pétrole. En tant que voie de transit stratégique pour le transport maritime mondial et avec plus de 90 pour cent des activités commerciales de la région réalisées par voie maritime, la sécurité des navires, des eaux et des installations portuaires est essentielle pour la croissance économique et le développement des pays d'Afrique de l'Ouest et d'Afrique centrale. Au cours des dix dernières années, la région a été confrontée à une myriade de défis en matière de sécurité et de sûreté maritimes, notamment la piraterie, les vols à main armée en mer, la pêche illicite, non réglementée et non déclarée (INN), ainsi que les explosions et les incendies dans les ports.

Description du projet

Dans ce contexte, la Division pour la Paix de l'Institut des Nations Unies pour la Formation et la Recherche (UNITAR), en collaboration avec l'Institut de Sécurité Maritime Interrégional (ISMI) et avec le financement du Ministère Fédéral des Affaires Etrangères de la République Fédérale d'Allemagne, a initié le projet « Renforcement de la sécurité et de la sûreté maritimes et lutte contre le terrorisme dans la région du Golfe de Guinée ». L'intervention s'inscrit dans le cadre des efforts régionaux plus vastes visant à mettre en œuvre des stratégies de réponse efficaces pour renforcer la sécurité et la sûreté dans les eaux et les installations portuaires de la région. L'évaluation s'est concentrée uniquement sur la composante « sécurité et sûreté maritimes » du projet, dont les deux objectifs spécifiques sont les suivants:

- Augmentation de la portée de l'ISMI et du personnel militaire, policier, civil et portuaire engagé dans des opérations maritimes en Afrique de l'Ouest et en Afrique centrale ;
- Renforcement des capacités et de la motivation du personnel militaire et policier d'Afrique de l'Ouest engagé dans des opérations maritimes.

Le projet a renforcé la capacité du personnel militaire, policier et civil des ports à acquérir les connaissances et les compétences nécessaires pour répondre efficacement aux défis existants et émergents en matière de sécurité et de sûreté dans leurs pays respectifs. Il a également créé une plateforme pour le partage d'idées et d'expériences, et a renforcé la collaboration et la coopération entre les acteurs et les institutions.

Portée et méthodologie de l'évaluation

L'évaluation a couvert la période d'avril 2023 à décembre 2024 et a évalué la pertinence, la cohérence, l'efficacité, l'efficience, la probabilité de durabilité et la probabilité d'impact de l'intervention.

L'équipe d'évaluation a utilisé une approche de méthodes mixtes pour mener l'évaluation. Les techniques et les outils comprenaient une étude documentaire, des enquêtes, des entretiens semi-structurés, deux visites sur le terrain et des discussions de groupe avec diverses parties prenantes, y compris les participants à la formation et le personnel de l'ISMI, l'équipe de projet de l'UNITAR et l'ambassade d'Allemagne en Côte d'Ivoire. Les entretiens ont été menés à la fois en ligne et en face à face.

Les évaluateurs ont respecté les directives éthiques du Groupe d'évaluation des Nations Unies (UNEG). Certaines limites ont été identifiées au cours du processus d'évaluation. Il s'agit notamment de l'absence de contact avec les bénéficiaires finaux (communautés proches des ports), de l'évaluation qui a eu lieu en même temps que les activités du projet, d'un faible taux de réponse à l'enquête (16 pour cent) et d'un questionnaire d'auto-évaluation qui ne correspondait pas aux normes de l'UNITAR. En effet, le questionnaire de réaction de niveau 1 déployé par l'ISMI n'était pas aligné sur les valeurs requises par l'UNITAR en matière de pertinence professionnelle, d'intention d'utilisation, de nouvelles informations et d'utilité globale de l'information, et ne pouvait donc pas être comparé à d'autres formations de l'UNITAR.

Les constatations par critère sont résumées ci-dessous.

Pertinence - Très satisfaisante

L'évaluation a constaté que le projet était aligné sur l'Agenda 2030 pour le développement durable, les lignes directrices politiques du ministère fédéral allemand des Affaires étrangères (GFFO) pour l'Afrique et le cadre stratégique 2022-2025 de l'UNITAR.

L'évaluation a également constaté que le projet était aligné sur les besoins et les domaines prioritaires des bénéficiaires et des institutions en ce qui concerne la sécurité et la sûreté maritimes, ainsi que sur l'évolution des contextes régionaux et internationaux.

En ce qui concerne l'égalité des sexes et l'autonomisation des femmes, l'évaluation a permis de constater que le projet était limité dans une certaine mesure, car il reflète la situation du secteur, tout en soutenant le principe « Leave No One Behind » (LNOB), comme le démontrent l'accessibilité des cours, la compilation des données relatives au handicap et le ciblage des participants issus de pays en situation particulière.

Cohérence - Satisfaisante

Le projet était aligné sur le cadre des Amis du Golfe de Guinée (G7++), une initiative établie en 2013 pour renforcer la sécurité maritime dans le Golfe de Guinée (GdG).

D'importants projets dans le domaine de la sécurité et de la sûreté maritimes ont été financés par l'Union européenne (UE), mais la plupart d'entre eux ont été achevés en 2023, ce qui coïncide avec le lancement des activités du projet. En outre, plusieurs pays se sont engagés dans des initiatives bilatérales visant à renforcer les capacités du personnel portuaire au sein du gouvernement. L'évaluation n'a pas trouvé de cas de coordination ou de collaboration concrète avec ces acteurs. En effet, le projet était exclusivement axé sur l'ISMI et, comme indiqué, la plupart des projets de l'UE étaient déjà terminés lorsque le projet évalué a débuté.

L'évaluation a également constaté qu'à l'heure actuelle, il n'existe pas de mécanisme centralisé de coordination ou de partage des informations sur les formations dispensées au personnel portuaire par le biais de diverses interventions au GdG.

En ce qui concerne la cohérence interne, le projet a été étroitement aligné sur d'autres initiatives de l'UNITAR sur des sujets similaires mis en œuvre au fil des ans dans diverses régions. Cette cohérence souligne la pertinence globale et l'alignement stratégique des efforts de l'UNITAR en matière de sécurité maritime.

En outre, le projet s'aligne sur les protocoles nationaux et institutionnels visant à renforcer la sécurité et la sûreté maritimes.

Efficacité – Satisfaisante

Les objectifs et les réalisations prévus dans le cadre du volet du projet relatif à la sécurité et à la sûreté maritimes ont été atteints, malgré certains ajustements apportés pour faire face à des défis externes spécifiques, tels que la disponibilité des formateurs et des participants. La formulation des objectifs aurait néanmoins pu être améliorée, du point de vue des résultats.

L'un des facteurs qui a entravé la performance a été la contrainte de temps et la gestion du temps en raison de l'échéance des fonds de la subvention en 2023, posant un défi qui a limité la capacité de l'ISMI et de ses partenaires à organiser les sessions de formation comme prévu initialement.

L'évaluation a révélé que le processus de sélection des participants à la formation était efficace, les bénéficiaires occupant des postes clés au sein de leurs diverses institutions en rapport avec les sujets abordés lors des activités de formation.

En outre, l'analyse du nombre et de la qualité des sessions de formation met également en évidence un bon niveau d'efficacité. La conception et la méthodologie de la formation font également preuve d'une grande efficacité, les objectifs d'apprentissage ayant été atteints avec succès.
L'augmentation de 36 pour cent du nombre de participants entre 2023 et 2024 démontre l'efficacité du programme élargi de l'ISMI à améliorer sa portée et à répondre aux besoins de formation en Afrique de l'Ouest et du Centre.

L'analyse du 2ème objectif du cadre logique montre que les activités de formation, adaptées aux principes de l'andragogie, ont renforcé les capacités et la motivation des officiers d'Afrique de l'Ouest.

Bien que le projet ait intégré des considérations environnementales et de genre dans sa conception, assurer une participation adéquate des femmes s'est avéré être un défi important tout au long de sa mise en œuvre du projet. Atteindre un taux de participation féminine de 30 pour cent, comme le suggère le GFFO, est un objectif ambitieux, surtout si l'on considère que le domaine de la sécurité maritime est encore largement dominé par les hommes. Néanmoins, des mesures proactives et une approche ciblée sont nécessaires pour augmenter la représentation des femmes et favoriser un environnement plus inclusif dans ce secteur.

Efficience - Satisfaisante

Le respect du calendrier initial de formation a été l'un des plus grands défis pour l'ISMI, étant donné le retard important des fonds de subvention en 2023. L'évaluation a révélé que l'ISMI a atténué ces contraintes en appliquant une gestion adaptative pour s'ajuster aux défis de mise en œuvre avec une forte expertise technique et une capacité opérationnelle éprouvée, garantissant ainsi la fourniture d'une formation de haute qualité.
En outre, l'ISMI a dispensé une formation spécialisée à un grand nombre de pays, conformément aux normes internationales, en abordant des domaines critiques avec une approche régionale. Avant de dispenser les cours, les formateurs ont examiné et mis à jour le portefeuille de l'ISMI.

En ce qui concerne le calendrier de formation, il a été jugé adéquat par la plupart des personnes interrogées dans

le cadre de l'enquête.

Il a été constaté que les modalités d'exécution du projet sont rentables, l'équipe du partenaire d'exécution contribuant à l'optimisation des ressources et l'équipe de l'UNITAR faisant preuve d'une bonne performance dans la gestion du projet. En outre, le projet a assuré une excellente visibilité au donateur, qui a exprimé sa satisfaction de travailler aux côtés de l'UNITAR et s'est montré très satisfait de la performance globale de l'ISMI.

Sur le plan financier, 97 pour cent des fonds reçus ont été exécutés, selon le rapport financier intermédiaire du 12 septembre 2024.

Probabilité d'impact - Satisfaisante

L'évaluation a permis d'observer un changement notable dans les comportements et les pratiques des bénéficiaires à la suite de la formation, grâce au niveau élevé d'appropriation par les participants, car les compétences acquises sont directement applicables à leurs opérations quotidiennes. En conséquence, l'amélioration des connaissances et des compétences du personnel maritime et portuaire en matière de gestion des risques et des dangers associés aux cargaisons concernées dans les ports a considérablement renforcé leur capacité à garantir des opérations plus sûres et plus efficaces. En outre, le projet a permis d'accroître la sensibilisation aux défis de la sécurité maritime dans les ports du GdG.

Compte tenu de la brièveté du délai de mise en oeuvre du projet, l'évaluation a toutefois estimé qu'il était trop ambitieux d'évaluer le nombre de ports ayant mis en œuvre ou modifié leurs plans de sécurité à la suite de la formation, et ce d'autant plus que les chiffres et les objectifs ciblés dans le cadre logique n'avaient pas été définis avec précision au début du projet.

Cependant, diverses sources indiquent que le projet a eu un impact significatif sur les politiques nationales.

Dans un cadre plus large, il a été constaté que l'approche régionale adoptée par le projet a été un facteur clé dans la facilitation de l'échange et de l'adoption des meilleures pratiques parmi les parties prenantes portuaires dans la région du GdG. À cet égard, le projet a considérablement renforcé la réponse coordonnée des différents acteurs impliqués dans la sécurité portuaire grâce à son approche régionale.

Dans une certaine mesure, la portée ciblée des sessions de formation et l'absence d'un mécanisme formalisé de suivi post-formation peuvent avoir influencé la mesure dans laquelle le projet a atteint son plein potentiel en contribuant à l'amélioration de la sécurité maritime dans le Golfe de Guinée.

D'autre part, les possibilités de mise en réseau entre les participants et la création de groupes WhatsApp pour rester en contact et échanger des connaissances se sont révélées être une pratique précieuse, favorisant la collaboration et l'apprentissage continu.

Enfin, il convient de souligner que l'un des résultats inattendus de la formation est sa contribution à la progression de la carrière des participants, en les dotant de compétences avancées, de certifications et d'opportunités qui améliorent leur croissance professionnelle.

Probabilité de durabilité - Satisfaisante

Le projet présente plusieurs éléments de durabilité, notamment parce qu'il s'agit d'une initiative de renforcement des capacités axée sur le transfert de connaissances et le développement de compétences durables. La durabilité des résultats du projet au-delà de son cycle de vie est estimée par les

répondants à l'enquête entre 5 et 10 ans avec un faible risque de rotation du personnel.

L'évolution rapide du cadre juridique et réglementaire en matière de sûreté portuaire, qui nécessite une adaptation permanente, est un facteur qui a été considéré comme un défi pour la durabilité du programme. À cet égard, l'existence d'une expertise locale spécialisée dans la région pourrait jouer un rôle crucial dans l'amélioration significative de la durabilité du projet.

Recommandations

L'évaluation a donné lieu à sept recommandations.

8. Sur la pertinence de la formation (court terme)

L'UNITAR, en collaboration avec ses partenaires, devrait fournir et mettre à jour régulièrement la formation sur des sujets qui ont été jugés pertinents pour les besoins des participants et conformes aux tendances mondiales en matière de sécurité et aux cadres réglementaires. Il pourrait s'agir de

d) Renforcer la formation à la cybersécurité, car ce domaine est essentiel pour que les ports puissent répondre à l'évolution des exigences technologiques. Il est nécessaire d'assurer une couverture plus complète de cette formation afin de garantir la préparation des ports à faire face aux nouvelles menaces cybernétiques de manière efficace.
e) Développer une formation plus approfondie sur les marchandises en vrac et la pollution maritime pour répondre à la demande croissante et au besoin d'expertise dans ce domaine.
f) Aborder la question de la pêche INN en offrant une formation opérationnelle aux inspecteurs, ainsi qu'une formation aux régulateurs et aux coopératives.

9. Sur la cohérence de la formation (moyen à long terme)

L'UNITAR et ses partenaires devraient renforcer la coordination avec d'autres organisations qui mettent en œuvre des formations sur la sécurité et la sûreté maritimes dans la région à travers l'établissement de canaux de communication ou d'autres initiatives de collaboration. Cette approche favorisera le partage d'informations, harmonisera les activités et minimisera la duplication des efforts, améliorant ainsi l'efficacité et l'impact des programmes de formation.

10. Renforcement des capacités et de la collaboration institutionnelles locales et régionales (moyen terme)

L'UNITAR, avec le soutien de ses partenaires, devrait encourager et renforcer les efforts visant à promouvoir la collaboration, l'échange de bonnes pratiques et l'impact durable parmi les parties prenantes des ports de la région et s'engager dans des initiatives conjointes, telles que la formation des formateurs (FdF). Cela pourrait inclure:

c) L'élaboration et la mise en œuvre d'un programme spécifique visant à certifier les formateurs et à créer une solide réserve d'experts régionaux spécialisés dans la sécurité et la sûreté portuaires, en mettant l'accent sur la promotion de l'expertise locale, en répondant aux besoins immédiats en matière de formation, en garantissant la tenue des sessions dans les délais prévus et en réduisant la dépendance à des experts externes. En outre, donner la priorité à la replanification et à l'extension du programme de FdF et à la fréquence des sessions de formation afin d'établir une expertise régionale à long terme et de cultiver de véritables spécialistes dans divers domaines de la sûreté

portuaire.

d) Étendre les programmes de formation au personnel opérationnel, tel que les dockers et les manutentionnaires, à long terme, afin de renforcer leurs compétences et d'élargir l'impact global du programme après avoir initialement mis l'accent sur les cadres et les employés de niveau intermédiaire..

11. Sur le genre (moyen à long terme)

L'UNITAR, avec le soutien de ses partenaires, devrait promouvoir l'inclusion du genre en mettant en œuvre des stratégies de sensibilisation ciblées, au-delà des critères de sélection, et en introduisant des stratégies ou des mécanismes pour encourager une plus grande participation des femmes dans les futurs programmes de formation. Cela pourrait inclure l'organisation de formations dédiées aux femmes ainsi que le développement d'un contenu spécifique sur la sécurité maritime et les femmes, et/ou la recherche d'une collaboration avec des organisations spécifiques au secteur maritime, telles que la [Women's International Shipping & Trading Association (WISTA)](.).

12. Sur le cadre de compétences et les compétences des participants (court terme)

L'UNITAR, avec le soutien de ses partenaires, devrait créer un cadre de compétences et établir ou renforcer des niveaux de formation échelonnés, tels que par exemple, débutant, intermédiaire et avancé, afin d'aborder efficacement les divers ensembles de compétences des participants. Cette démarche devrait s'accompagner d'un critère de sélection affiné afin de s'assurer que les participants possèdent

les connaissances de base requises et qu'ils sont mieux adaptés à la formation. Idéalement, les critères de sélection seraient plus efficaces s'ils étaient étayés par un questionnaire préalable à la formation permettant d'évaluer le niveau d'expertise des participants. Bien qu'un test préalable à la formation soit logique, son impact est limité, car les participants ont été nommés par les autorités portuaires. Cela pourrait compléter la distinction déjà existante entre la formation de niveau 1 et celle de niveau 2..

13. Sur le renforcement de l'apprentissage (moyen à long terme)

L'UNITAR devrait établir un cadre complet de renforcement des capacités dans les phases futures, y compris des sessions de formation de suivi, des cours de rafraîchissement et des modules en ligne, afin de maintenir les compétences développées au cours du projet. Le coaching devrait être considéré comme un objectif à plus long terme. Cela pourrait inclure l'établissement d'un cadre d'apprentissage et d'adaptation continus pour répondre à la nature rapidement évolutive de la sécurité portuaire et assurer que les parties prenantes maintiennent un haut niveau de préparation. L'UNITAR pourrait établir un cadre d'apprentissage et d'adaptation continus en développant des plateformes d'apprentissage en ligne, en organisant des cours de rafraîchissement périodiques, en fournissant un coaching sur le lieu de travail et en menant des exercices de simulation. Ces activités aideraient les parties prenantes à se tenir au courant de l'évolution des défis en matière de sécurité portuaire et à maintenir un haut niveau de préparation. Cependant, il est important de reconnaître que, bien que l'UNITAR ait une capacité d'action significative, la portée de ses efforts est finalement influencée par la disponibilité du financement et les priorités établies par le donateur.

14. Sur le cadre de résultats, le contrôle et les mécanismes de suivi (court terme)

L'UNITAR devrait assurer l'alignement des partenaires d'exécution sur la politique de certification de l'UNITAR, par exemple: en délivrant des certificats d'achèvement lorsque des évaluations objectives des connaissances sont déployées avec succès, et en travaillant pour renforcer les pratiques d'évaluation du partenaire, y compris par exemple, en alignant le niveau 1 et en introduisant les niveaux 2 et 3 du modèle d'évaluation de la formation Kirkpatrick, en améliorant la formulation et le suivi des indicateurs d'objectif ; en introduisant des outils de suivi des participants pour suivre leur progrès ; en identifiant les domaines d'amélioration ; et en mesurant l'impact à long terme.

Leçons apprises:

1. L'approche régionale du projet est essentielle pour favoriser la collaboration et l'échange de bonnes pratiques entre les parties prenantes, un modèle qui a créé une plateforme pour un impact et une durabilité à long terme.

2. La sûreté portuaire est dynamique et continuellement façonnée par les avancées technologiques, les changements géopolitiques et l'évolution des menaces à la sûreté ; par conséquent, des mises à jour régulières des programmes de formation sont essentielles pour suivre le rythme de ces changements.

3. Un cadre structuré pour l'apprentissage et l'adaptation continus est essentiel pour garantir que les parties prenantes sont bien équipées pour relever efficacement les nouveaux défis.

4. Des mesures proactives, telles que des actions de sensibilisation et de recrutement ciblées et des supports de formation tenant compte de la dimension de genre, sont essentielles pour favoriser l'équilibre entre les hommes et les femmes et promouvoir une plus grande diversité dans le domaine de la sûreté maritime.

5. Un processus de sélection rigoureux qui identifie les niveaux de connaissance des participants est important pour la réussite de la formation.

6. Un processus de sélection opportun et programmé est essentiel pour garantir une plus grande participation du personnel portuaire, compte tenu de la nature essentielle de son travail dans la chaîne d'approvisionnement. Toutefois, l'efficacité de ce processus dépend largement de la disponibilité des fonds et de la durée du projet.

7. Le développement de l'expertise locale est crucial pour la durabilité de ces initiatives, car il répond aux besoins immédiats de formation, renforce la résilience du personnel portuaire en encourageant les capacités de formation endogènes, et assure la continuité à long terme des efforts de renforcement des capacités dans la région.

8. Le fait de se concentrer principalement sur les participants au niveau de la direction a été crucial, en particulier au début du projet. Bien qu'il soit important de cibler le personnel de niveau opérationnel, comme les dockers et les manutentionnaires, cette

approche est mieux adaptée à une mise en œuvre à moyen et long terme. Cette approche donne effectivement la priorité à l'engagement stratégique, mais souligne également la nécessité d'une plus grande inclusivité pour élargir l'impact global du programme.

9. La durée de deux ans a présenté des limites pour relever pleinement les défis systémiques, soulignant la valeur de l'établissement d'un cadre de renforcement des capacités à long terme et de l'incorporation de mécanismes de suivi pour assurer des progrès durables. Toutefois, en matière de formation et de gestion de projet, les délais sont principalement déterminés par la disponibilité des fonds. La formation devrait, par défaut, adopter une vision à long terme.

Sumário Executivo

Antecedentes e contexto

A região do Golfo da Guiné (GoG, sigla em inglês) compreende dois blocos regionais principais, incluindo a Comunidade Económica dos Estados da África Ocidental (CEDEAO) e a Comunidade Económica dos Estados da África Central (CEEAC). Estendendo-se do Senegal na África Ocidental até Angola na África Central, a região é rica em recursos naturais, incluindo aproximadamente 10 por cento das reservas mundiais de petróleo. Servindo como uma rota de trânsito estratégica para o transporte marítimo global e com mais de 90 por cento das atividades comerciais da região realizadas por mar, garantindo a segurança das embarcações, as águas e as instalações portuárias são essenciais para o crescimento económico e o desenvolvimento dos países da África Ocidental e Central. Nos últimos 10 anos, a região tem enfrentado uma miríade de desafios de segurança e proteção marítima, incluindo pirataria; assalto à mão armada no mar; pesca ilegal, não-declarada e não regulamentada (INN); e explosões e incêndios em portos.

Descrição do Projeto
Neste contexto, a Divisão para a Paz do Instituto das Nações Unidas para a Formação e a Investigação (UNITAR), em colaboração com o Institut de Sécurité Maritime Interrégional (ISMI) e com financiamento do Ministério Federal das Relações Externas da República Federal da Alemanha, iniciou o projeto "Melhoria da Segurança Marítima e Luta contra o Terrorismo na Região do Golfo da Guiné". A intervenção faz parte dos esforços regionais para implementar estratégias de resposta eficazes para melhorar a segurança nas águas e instalações portuárias da região. A avaliação focou apenas no componente de segurança e protecção marítima do projeto, cujos dois principais objetivos são:

- Aumento do alcance do ISMI do pessoal militar, policial, civil e portuário envolvido em operações marítimas da África Ocidental e Central; e
- Capacidades e motivação reforçadas de militares e policiais da África Ocidental envolvidos em operações marítimas.

O projeto fortaleceu a capacidade do pessoal militar, policial e civil do porto para responder efetivamente aos desafios de segurança existentes e emergentes em seus respectivos países. Também criou uma plataforma para compartilhamento de ideias e experiências, e aprimorou a colaboração e a cooperação entre atores e instituições.

Âmbito e Metodologia da Avaliação

A avaliação abrangeu o período de abril de 2023 a dezembro de 2024 e avaliou a relevância, coerência, efetividade, eficiência, probabilidade de impacto e probabilidade de sustentabilidade do projeto.

A equipe de avaliação empregou uma abordagem de métodos mistos para conduzir a avaliação. As técnicas e ferramentas de avaliação incluíram uma revisão documental, pesquisas, entrevistas semiestruturadas, duas visitas de campo e discussões de grupos focais com diversas partes interessadas, incluindo participantes do treinamento e equipe do ISMI, equipe do projeto da UNITAR e embaixada alemã na Costa do Marfim. As entrevistas foram conduzidas online e presencial.

Os avaliadores aderiram às diretrizes éticas do Grupo de Availação das Nacíones Unidas (UNEG, sigla em inglês). Algumas limitações foram identificadas durante o processo de avaliação. Elas incluíram a ausência de contato com os beneficiários finais (comunidades próximas aos portos), um período de avaliação que se sobrepunha às atividades do projeto, uma baixa taxa de resposta à pesquisa (16 por cento) e um questionário de autoavaliação que estava parcialmente desalinhado com os padrões do UNITAR. De fato, o questionário de reação de Nível 1 implantado pelo ISMI não estava alinhado com os valores exigidos pelo UNITAR de relevância do trabalho, intenção de uso, novas informações e utilidade geral e, portanto, não pôde ser comparado a outros treinamentos do UNITAR.

Os resultados por critério estão resumidos abaixo.

Relevância - Altamente satisfatório

A avaliação concluiu que o projeto estava alinhado com a Agenda 2030 para o Desenvolvimento Sustentável, as diretrizes políticas do Ministério Federal das Relações Externas da Alemanha para a África e o quadro estratégico 2022-2025 do UNITAR.

A avaliação também concluiu que o projeto estava alinhado com as necessidades e áreas prioritárias dos beneficiários e as suas instituições no que diz respeito à segurança e proteção marítima, bem como aos contextos regionais e internacionais em evolução.

Em relação à igualdade de gênero e ao empoderamento das mulheres, a avaliação concluiu que o projeto era limitado até certo ponto, pois reflete a situação do setor, ao mesmo tempo em que apoia o princípio de Não Deixar Ninguém para Trás, conforme demonstrado pela acessibilidade do curso, compilação de dados sobre deficiência e visado de participantes de países em situações especiais.

Coerência - Satisfatória

O projeto foi alinhado estreitamente com a estrutura G7++ Amigos do Golfo da Guinée (FoGG, sigla em inglês), uma iniciativa estabelecida em 2013 para fortalecer a segurança marítima no GoG. Projetos significativos na área de segurança e proteção marítima foram financiados pela União Europeia (UE), mas a maioria deles foi concluída em 2023, coincidindo com o lançamento das atividades do projeto. Além disso, vários países se envolveram em iniciativas bilaterais para fortalecer as capacidades do pessoal portuário no GoG. A avaliação não encontrou nenhuma instância de coordenação ou colaboração concreta com esses atores. Isso ocorre porque o projeto foi focado exclusivamente no ISMI e, como observado, a maioria dos projetos da UE já havia sido concluída quando o projeto avaliado começou.

Também foi constatado que, atualmente, não há um mecanismo centralizado para coordenar ou compartilhar informações sobre o treinamento fornecido ao pessoal portuário por meio de diversas intervenções no GoG.

Quando se trata de coerência interna, o projeto foi alinhado com outras iniciativas da UNITAR sobre tópicos semelhantes implementadas ao longo dos anos em várias regiões. Essa consistência ressalta a relevância

global e o alinhamento estratégico dos esforços de segurança marítima da UNITAR.

Além disso, o projeto está alinhado aos protocolos nacionais e institucionais que visam melhorar a segurança e proteção marítima.

Efetividade - Satisfatória

Os objetivos e resultados pretendidos do componente do projeto de segurança e proteção marítima foram alcançados, apesar de alguns ajustes feitos para abordar desafios externos específicos, como a disponibilidade de instrutores e participantes. A formulação dos objetivos poderia, no entanto, ter sido melhorada, de uma perspectiva de resultados.

Um dos fatores que prejudicaram o desempenho foi a restrição de tempo e a gestão do tempo devido ao cronograma dos fundos da bolsa em 2023, representando um desafio que limitou a capacidade do ISMI e seus parceiros em organizar as sessões de treinamento conforme planejado inicialmente.

A avaliação concluiu que o processo de seleção dos participantes do treinamento foi eficaz, com os beneficiários ocupando cargos-chave dentro de suas diversas instituições, vinculados aos assuntos discutidos nas atividades de treinamento.

Além disso, a análise do número e da qualidade das sessões de treinamento também destaca um bom nível de efetividade. O design e a metodologia do treinamento também demonstram grande efetividade, com os objetivos de aprendizagem alcançados com sucesso.

Um crescimento de 36 por cento no número de participantes entre 2023 e 2024 demonstra a efetividade do cronograma expandido do ISMI em aumentar seu alcance e atender às necessidades de treinamento na África Ocidental e Central.

A análise do objetivo 2 do quadro lógico mostra que as atividades de treinamento, adaptadas aos princípios da andragogia, fortaleceram as capacidades e a motivação dos oficiais da África Ocidental.

Embora o projeto tenha integrado considerações ambientais e de gênero em seu design, garantir uma participação de gênero adequada provou ser um desafio significativo ao longo de sua implementação. Alcançar uma taxa de participação feminina de 30 por cento, conforme sugerido pelo Ministério Federal das Relações Externas da Alemanha, é uma meta ambiciosa, especialmente considerando que o campo da segurança marítima ainda é amplamente dominado por homens. No entanto, medidas proativas e uma abordagem focada são necessárias para aumentar a representação feminina e promover um ambiente mais inclusivo neste setor.

Eficiência - Satisfatória

Aderir ao cronograma inicial de entrega de treinamento foi um dos maiores desafios para o ISMI, dado o atraso significativo nos fundos de subsídios em 2023. A avaliação descobriu que o ISMI mitigou essas restrições aplicando gestão adaptativa para se ajustar aos desafios de implementação com forte conhecimento técnico e capacidade operacional comprovada, garantindo a entrega de treinamento de alta qualidade.

Além disso, o ISMI forneceu treinamento especializado para um grande número de países alinhados com padrões internacionais, abordando áreas críticas com uma abordagem regional. Antes de fornecer os cursos, os instrutores revisaram e atualizaram o portfólio do ISMI.

Em relação ao cronograma de treinamento, ele foi considerado adequado pela maioria dos participantes da pesquisa.

Foi descoberto que os arranjos de implementação do projeto são custo-efetivos, com a equipe do parceiro implementador contribuindo para a otimização de recursos e a equipe da UNITAR demonstrando forte desempenho no gerenciamento do

projeto. Além disso, o projeto garantiu excelente visibilidade para o doador, que expressou satisfação em trabalhar ao lado da UNITAR e ficou muito satisfeito com o desempenho geral do ISMI.

Em termos financeiros, 97 por cento dos fundos recebidos foram executados, de acordo com o relatório financeiro provisório de 12 de setembro de 2024.

Probabilidade de Impacto - Satisfatória

A avaliação observou a presença de uma mudança perceptível no comportamento e nas práticas entre os beneficiários após o treinamento, impulsionada pelo alto nível de propriedade dos participantes, pois as habilidades adquiridas são diretamente aplicáveis às suas operações diárias. Como resultado, o conhecimento e as habilidades aprimorados do pessoal marítimo e portuário no gerenciamento de riscos e perigos associados a cargas relevantes nos portos aumentaram significativamente sua capacidade de garantir operações mais seguras e eficientes. Além disso, o projeto aumentou a conscientização sobre os desafios da segurança marítima nos portos do GoG.

No curto prazo de implementação, no entanto, a avaliação concluiu que era muito ambicioso avaliar o número de portos que implementaram ou modificaram seus planos de segurança como resultado do programa de treinamento, e ainda mais desafiador dado que os números e os efeitos visados no marco lógico não foram definidos precisamente no início do projeto. No entanto, várias fontes indicam que o projeto teve um impacto significativo nas políticas nacionais.

Em um escopo mais amplo, foi descoberto que a abordagem regional adotada pelo projeto tem sido um fator-chave para facilitar a troca e adoção de melhores práticas entre as partes interessadas do porto na região do GoG. Nesse sentido, o projeto fortaleceu significativamente a resposta coordenada de vários atores envolvidos na segurança portuária por meio de sua abordagem regional.

Até certo ponto, o escopo focado das sessões de treinamento e a ausência de um mecanismo formalizado de acompanhamento pós-treinamento podem ter influenciado a extensão em que o projeto atingiu seu potencial máximo em contribuir para a melhoria da segurança marítima no GoG.

Por outro lado, as oportunidades de networking entre os participantes e a criação de grupos de WhatsApp para manter contato e trocar conhecimento mostraram-se uma prática valiosa, fomentando a colaboração e o aprendizado contínuo.

Por fim, é relevante destacar que um dos objetivos inesperados do treinamento é sua contribuição para a progressão na carreira dos participantes, equipando-os com habilidades avançadas, certificações e oportunidades que potencializam seu crescimento profissional.

Probabilidade de Sustentabilidade - Satisfatória

O projeto apresenta vários elementos de sustentabilidade, notadamente por ser uma iniciativa de capacitação focada na transferência de conhecimento e no desenvolvimento de habilidades sustentáveis. A sustentabilidade dos resultados do projeto além do seu ciclo de vida é estimada pelos participantes da pesquisa entre 5 a 10 anos, com baixo risco de rotatividade.

Um fator encontrado como um desafio à sustentabilidade do programa é a rápida evolução do arcabouço legal e regulatório em segurança portuária, o que requer adaptação contínua. Nesse sentido, a existência de expertise local na região pode desempenhar um papel crucial no aumento significativo da

sustentabilidade do projeto.

Recomendações

A avaliação emitiu sete recomendações.

1. **Sobre a relevância do treinamento (curto prazo)**

O UNITAR, em colaboração com seus parceiros, deve fornecer e atualizar regularmente o treinamento sobre tópicos que foram considerados relevantes para as necessidades dos participantes e em linha com as tendências globais de segurança e estruturas regulatórias. Isso pode incluir:

   a. Aumentar o treinamento em segurança cibernética, pois essa área é crítica para que os portos atendam aos requisitos tecnológicos em evolução. Há necessidade de uma cobertura mais abrangente desse treinamento para garantir a preparação dos portos para lidar com ameaças cibernéticas emergentes de forma eficaz.
   b. Desenvolver treinamento mais aprofundado sobre produtos a granel e poluição marítima para atender à crescente demanda e necessidade de especialização nessa área.
   c. Abordar a questão da pesca INN fornecendo treinamento operacional para inspetores, bem como treinamento para reguladores e cooperativas.

2. **Sobre a coerência do treinamento (médio a longo prazo)**

O UNITAR e seus parceiros devem melhorar a coordenação com outras organizações que estão implementando treinamento em segurança e proteção marítima na região por meio do estabelecimento de canais de comunicação ou quaisquer outras iniciativas colaborativas. Essa abordagem promoverá o compartilhamento de informações, harmonizará atividades e minimizará a duplicação de esforços, aumentando assim a eficiência e o impacto dos programas de treinamento.

3. **Sobre o reforço das capacidades institucionais e da colaboração locais e regionais (médio prazo)**

O UNITAR, com o apoio dos seus parceiros, deve encorajar e fortalecer os esforços para promover a colaboração, a troca de boas práticas e o impacto sustentável entre as partes interessadas dos portos de toda a região e envolver-se em iniciativas conjuntas, como a Formação de Formadores. Isto pode incluir:

   a. Desenvolver e implementar um programa dedicado para certificar instrutores e estabelecer um conjunto robusto de especialistas regionais especializados em segurança e proteção portuária, com foco em promover a expertise local, abordar necessidades imediatas de treinamento, garantir a entrega oportuna de sessões e reduzir a dependência de especialistas externos. Além disso, priorizar o reagendamento e a expansão da formação de formadores e a frequência das sessões de treinamento para desenvolver conhecimento regional de longo prazo e cultivar verdadeiros especialistas em vários campos da segurança portuária.
   b. Expandir os programas de treinamento para incluir pessoal operacional, como trabalhadores portuários e estivadores, a longo prazo, para fortalecer suas habilidades e ampliar o impacto geral do programa após o foco inicial na gerência e nos funcionários de nível médio.

4. **Sobre gênero (médio a longo prazo)**

O UNITAR, com o apoio de seus parceiros, deve promover a inclusão de gênero implementando estratégias de

divulgação direcionadas, além dos critérios de seleção, e introduzindo estratégias ou mecanismos para encorajar maior participação de mulheres em futuros programas de treinamento. Isso pode incluir a organização de treinamentos dedicados para mulheres, bem como o desenvolvimento de conteúdo específico sobre segurança marítima e mulheres, e/ou buscar colaboração com organizações marítimas específicas, como a [Women's International Shipping & Trading Association (WISTA)](#) .

5. **Sobre o marco de competências e conjuntos de habilidades dos participantes (curto prazo)**

O UNITAR, com o apoio de seus parceiros, deve criar uma estrutura de competência e estabelecer ou fortalecer níveis de treinamento em camadas, como iniciante, intermediário e avançado, para abordar efetivamente os diversos conjuntos de habilidades dos participantes. Isso deve ser acompanhado por um critério de seleção refinado para garantir que os participantes atendam ao conhecimento básico necessário e sejam mais adequados para o treinamento. Idealmente, os critérios de seleção seriam mais eficientes se apoiados por um questionário de pré-treinamento para avaliar o nível de especialização dos participantes. Embora um teste de pré-treinamento faça sentido, seu impacto é limitado, pois os participantes foram nomeados pelas autoridades portuárias. Isso poderia complementar a distinção já existente entre treinamento de Nível 1 e Nível 2.

6. **Sobre o reforço da aprendizagem (médio a longo prazo)**

O UNITAR deve estabelecer uma estrutura abrangente de capacitação em fases futuras, incluindo sessões de treinamento de acompanhamento, cursos de atualização e módulos on-line, para sustentar as competências desenvolvidas durante o projeto. O coaching deve ser considerado um objetivo de longo prazo. Isso pode incluir o estabelecimento de uma estrutura de aprendizagem e adaptação contínua para abordar a natureza em rápida evolução da segurança portuária e garantir que as partes interessadas mantenham um alto nível de prontidão. O UNITAR pode estabelecer uma estrutura de aprendizagem e adaptação contínua desenvolvendo plataformas de e-learning, organizando cursos de atualização periódicos, fornecendo coaching no trabalho e conduzindo exercícios de simulação. Essas atividades ajudariam as partes interessadas a se manterem atualizadas sobre os desafios de segurança portuária em evolução e a manter altos níveis de prontidão. No entanto, é importante reconhecer que, embora o UNITAR tenha capacidade significativa para agir, o escopo de seus esforços é, em última análise, influenciado pela disponibilidade de financiamento e pelas prioridades estabelecidas pelo doador.

7. **Sobre o quadro de resultados, mecanismos de monitoramnto e acompanhamento (curto prazo)**

O UNITAR deve garantir o alinhamento dos parceiros de implementação com a Política de Certificação do UNITAR, por exemplo: concedendo certificados de conclusão quando avaliações de conhecimento objetivo forem implantadas com sucesso; trabalhando para fortalecer as práticas de avaliação do parceiro, incluindo o alinhamento do Nível 1 e a introdução dos Níveis 2 e 3 do modelo de Avaliação de Treinamento Kirkpatrick-Phillips; melhorando a formulação e o monitoramento de indicadores de resultados; introduzindo ferramentas de monitoramento de participantes para monitorar o progresso; identificando áreas para melhoria; e medindo o impacto de longo prazo.

Lições aprendidas:

1. A abordagem regional do projeto é fundamental para promover a colaboração e a troca de melhores práticas entre as partes interessadas, um modelo que criou a plataforma para impacto e sustentabilidade de longo prazo.

2. A segurança portuária é dinâmica e continuamente moldada por avanços em tecnologia, mudanças geopolíticas e ameaças de segurança em evolução. Portanto, atualizações regulares dos currículos de treinamento são essenciais para acompanhar essas mudanças.

3. Uma estrutura para aprendizagem e adaptação contínuas é essencial para garantir que as partes interessadas estejam bem equipadas para enfrentar os desafios emergentes de forma eficaz.

4. Medidas proativas, como divulgação e recrutamento direcionados, e materiais de formação sensíveis ao género, são essenciais para promover o equilíbrio de gênero e promover maior diversidade na segurança marítima.

5. Um processo de seleção completo que identifique os níveis de conhecimento dos participantes é importante para o sucesso do treinamento.

6. Um processo de seleção oportuno e programado é essencial para garantir maior participação da equipe portuária, dada a natureza essencial do seu trabalho na cadeia de suprimentos. No entanto, a eficácia desse processo depende em grande parte da disponibilidade de fundos e da duração do cronograma de implementação.

7. O desenvolvimento de conhecimento local é crucial para a sustentabilidade dessas iniciativas, pois aborda as necessidades imediatas de treinamento, fortalece a resiliência do pessoal portuário ao promover capacidades endógenas de treinamento e garante a continuidade de longo prazo dos esforços de capacitação na região.

8. Focar principalmente em participantes de nível gerencial foi crucial, especialmente no início do projeto. Embora mirar em pessoal de nível operacional, como pessoal portuário e estivadores, seja importante, é mais adequado para implementação de médio a longo prazo. Essa abordagem prioriza efetivamente o engajamento estratégico, mas também ressalta a necessidade de maior inclusão para ampliar o impacto geral do programa.

9. O cronograma de dois anos do projeto apresentou limitações para abordar completamente os desafios sistêmicos, destacando o valor de estabelecer uma estrutura de capacitação de longo prazo e incorporar mecanismos de acompanhamento para garantir o progresso sustentável. No entanto, em treinamento e gerenciamento de projetos, os cronogramas são determinados principalmente pela disponibilidade de fundos. O treinamento deve, por padrão, adotar uma visão de longo prazo.

Acronyms and abbreviations

2030 Agenda	The 2030 Agenda for Sustainable Development
AFRICOM	United States Africa Command
AILCT	Académie Internationale de Lutte Contre Le Terrorisme
ANAM	National Agency for Maritime Affairs
ARSTM	Regional Academy of Maritime Sciences and Techniques
APA	Autonomous Port of Abidjan
AWPB	Annual Work Programme and Budget
CMF	Combined Maritime Forces
CEDRE	Centre de documentation, de recherche et d'expérimentations sur les pollutions accidentelles des eaux
DAC	Development Assistance Committee
DITT	Directorate of Information Technology and Technological Traces
DCoC	Djibouti Code of Conduct
DG	Director General
DGAMP	Directorate General of Maritime and Port Affairs
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EQ	Evaluation Question
ESMM	The Higher School of Merchant Navy
ENCVR	École nationale de cybersécurité à vocation régionale
ENVUSE	Environmental Sustainability
EU	European Union
FGD	Focus Group Discussions
FoGG	Friends of the Gulf of Guinea
GFFO	German Federal Foreign Office
GEEW	Gender Equality and Empowerment of Women
GoG	Gulf of Guinea
GMCP	Global Maritime Crime Programme
GoGIN	Gulf of Guinea Inter-Regional Network
HASSMAR	High Authority in charge of Maritime Safety and Security
ICC	Interregional Coordination Centre
INTERPOL	The International Criminal Police Organization
IUU	Illegal, unreported and unregulated fishing
ISMI	Institut de Sécurité Maritime Interrégional
IMDG	International Maritime Dangerous Goods
ISPS	International Ship and Port Facility Security
KAIPTC	Kofi Annan International Peacekeeping Training Centre
MARPOL	International Convention for the Prevention of Pollution from Ships
NCE	No-cost extension
OECD	Organisation for Economic Co-operation and Development
OPA	Opérations Portuaires d'Abidjan
PASSMAR	Support Programme for Maritime Safety and Security Strategy in Central Africa
PLCC	Plateforme de Lutte Contre la Cybercriminalité
PMAWCA	Port Management Association of West and Central Africa
SDG	Sustainable Development Goal
SEACOP	Seaport Cooperation Project
SEPSIM-AEM	Le Secrétariat Permanent du Comité Interministériel de l'Action de l'État en Mer
SOLAS	International Convention for the Safety of Life at Sea
SPF	SPF Stabilisation platform
SWAIMS	Support to West Africa Integrated Maritime Security
ToT	Training of Trainers
USCG	United States Coast Guard
UN	United Nations
UNEG	United Nations Evaluation Group
UNHCR	The UN Refugee Agency

Introduction

1. The Gulf of Guinea (GoG) region comprises two main regional blocks, including the Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (ECCAS). Stretching from Senegal in West Africa to Angola in Central Africa, the region is rich in natural resources, including approximately 10 per cent of the world's oil reserves.[1] As a strategic transit route for global shipping, over 90 per cent of the region's trading activities are carried out by sea.[2] Judging from this critical importance, ensuring the safety and security of vessels, the waters and port facilities is essential for economic growth and development for West and Central African countries. This has prompted the implementation of interventions to enhance safety and security in the region's waters and port infrastructure.

Figure 1 - Map of the Gulf of Guinea. Source: Centre for Strategic and International Studies (2021)
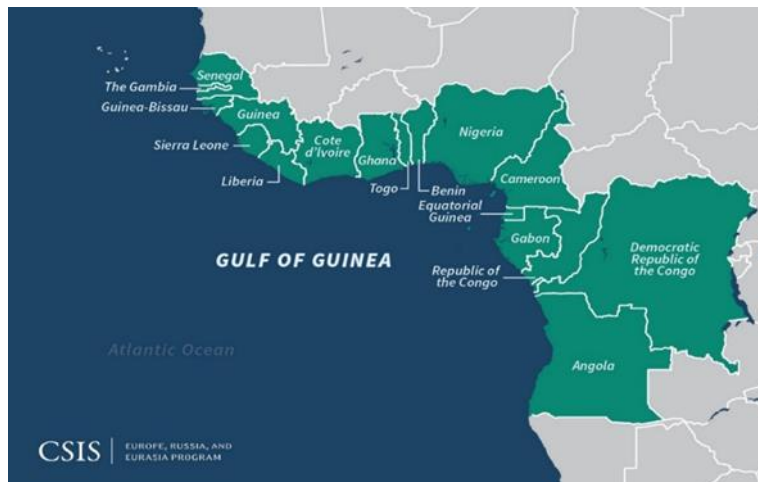
2. Notwithstanding, the GoG has experienced maritime crime, including armed robbery at sea, piracy, and illegal, unreported and unregulated (IUU) fishing. Over the past five years, the region has earned a reputation as the world's piracy hotspot. For example, a 2022 United Nations (UN) Security Council Report estimated that the combined annual cost of piracy in the region amounts to $1.925 billion. The report noted that this situation threatens the competitiveness of regional ports, disrupts efforts by the states to exploit the full potential of their blue economy and undermines initiatives to integrate the region into global value chains.

3. A major worrying security challenge currently confronting countries in the GoG is terrorism and violent extremism, which has resulted in the loss of lives and properties, and the disruption of economic activities in affected countries. According to the 2022 Global Terrorism Index, the Sahel has become a haven for the world's fastest-growing and deadliest terrorist groups in the world, with the region accounting for 35 per cent of total global terrorism deaths in 2021, compared to just 1 per cent in 2007. The recent spread of terrorist activities to the relatively stable coastal states, including Benin, Côte d'Ivoire, Ghana and Togo, has raised concerns about the possible devastating impact of terrorism not only in the Sahel but in the whole of West Africa. The likely effect of terrorist attacks on infrastructure, including port facilities, and its resultant disruption of trade activities has raised concerns among stakeholders in the region's maritime

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[1] https://www.eeas.europa.eu/sites/default/files/note_eu_gog_strategy.pdf.

[2] https://africacenter.org/spotlight/trends-in-african-maritime-security/.

sector. Furthermore, scholars are exploring the possible collaboration between terrorism and other transnational organized criminal activities, such as piracy, in the GoG region.[3] This development has heightened the need for collaborative efforts among national, regional and international partners to respond effectively to the spread of jihadist activities in the region.

4. In June 2013, the governments of countries in and around the GoG signed the Code of Conduct concerning the Repression of Piracy, Armed Robbery against Ships, and Illicit Maritime Activity in West and Central Africa, widely known as the Yaoundé Code of Conduct. The purpose of the code is to promote collaboration and cooperation among institutions and states to effectively respond to maritime crime. Article 14 of this Code of Conduct (CoC), which focuses on training and education, encourages signatory states to cooperate in developing educational programmes for managing the marine environment, particularly for maintenance safety and law at sea. It also highlights the need for capacity-building training, conferences, workshops and symposia on maritime subjects of common interest. The aim is to enhance cooperation and coordination among signatories in their maritime enforcement activities. These activities are also aimed at strengthening the knowledge and skills of port and maritime security officers to support national and regional maritime safety and security initiatives.

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[3] https://www.counterextremism.com/press/new-cep-reports-assess-ties-between-terror-groups-africa-and-their-ties-organized-crime.

Project description, objectives and development context

5. As part of the response strategies to enhance maritime security in the region, the Division for Peace of the United Nations Institute for Training and Research (UNITAR), in collaboration with the Institut de Sécurité Maritime Interrégional (ISMI) and with funding from the German Federal Foreign Office (GFFO), initiated the "Enhancing the Maritime Safety and Security and Fight against Terrorism in the Gulf of Guinea Region" project (hereafter also referred to as "Safe Port" or "project") in May 2023. The project's overall objective is to contribute to strengthening the capabilities of African regional/national institutions and partners engaged in counter-terrorism and maritime security operations. According to the project document, the aim is "to support and meet the structural and operational needs of the African countries and also address cross-border threats". These threats include terrorism, theft, drug smuggling, trafficking of human beings and illegal and dangerous goods, IUU fishing, etc. Participants from 18 countries in total took part in the project, as illustrated in Figure 2 below, a self-constructed map based on the project document.

Figure 2 - Participating countries
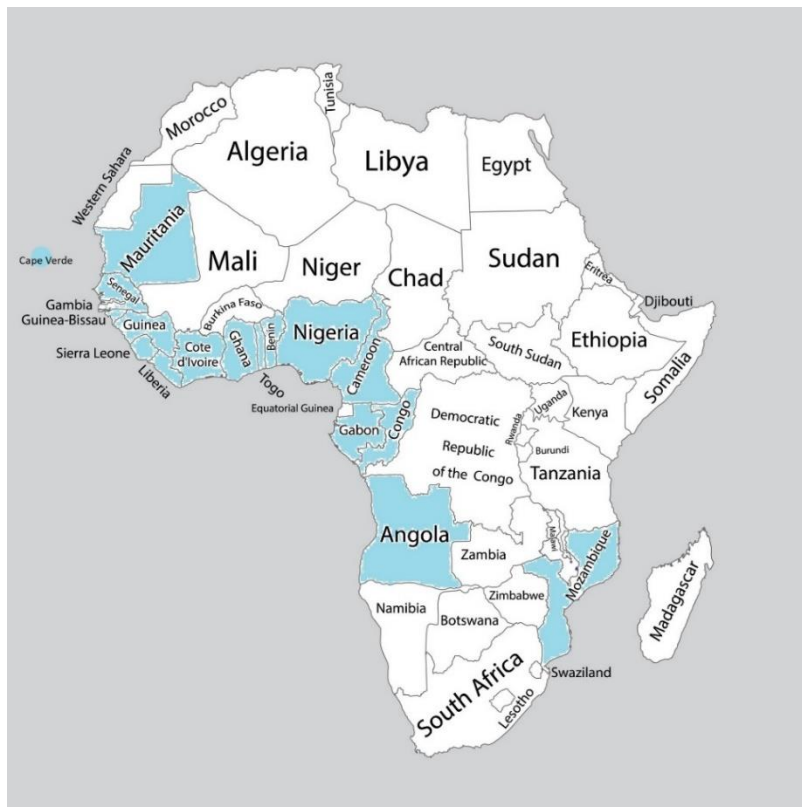
6. The project covers two different areas of intervention: counter-terrorism and maritime safety and security. However, the scope of this evaluation is limited to the maritime safety and security component. The specific objective of this component is to strengthen the capacities of personnel on port safety and security to reduce the vulnerability of ports in countries in the GoG region. Specifically, the project focused on exposing the beneficiaries to the current and emerging maritime safety and security dynamics, equipping them with the knowledge and skills to develop and support initiatives aimed at strengthening safety and security processes.

7. In this regard, the two main outcomes of the maritime safety and security component are:

- Increased outreach of ISMI and to military, police, civilian and port personnel from West and Central Africa engaged in maritime operations.
- Strengthened capabilities and motivation of military and police officers from West Africa engaged in maritime operations.

8. With GoG countries continuously identifying strategies to improve the safety and security of the region's ports and waters, the project is an important contribution to the broader goals of the GoG maritime sector. This component of the project was implemented by ISMI, one of the main beneficiary training institutions.

9. The purpose of the evaluation is to assess the relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability of the project's maritime security component; identify best practices regarding the execution of the project activities; and document lessons learned and recommendations that could enhance the conceptualization, design and implementation of subsequent interventions. The evaluation also assessed the extent to which the project considered gender equality and the inclusion of women, disability, human rights and environmental considerations throughout the project's delivery. Data collection processes involved direct beneficiaries, the donor partner, the implementing partner and the project management team. The purpose was to have a holistic overview of the project's implementation, outcomes and factors that enhanced or hindered the execution of activities and the achievement of the project's objectives. Generally, the evaluation aimed to provide evidence-based findings and conclusions to meet accountability requirements and for organizational learning. The primary audience of the evaluation is the UNITAR Division for Peace and ISMI.

10. The evaluation covered the period from April 2023 to December 2024 and the project's maritime safety and security component. Given that the evaluation was carried out when the project was still under implementation, the evaluation took into account, as much as possible, the activities implemented in November 2024, since the field mission and the survey were carried out up to this period. As such, the evaluation does not account for any activities implemented in December 2024.

Project theory of change

11. The theory of change (ToC) is rooted in the project's context, emphasizing the safety and security of the GoG waters and port infrastructure. It aims to outline the project's contribution to strengthening institutional capacities, enhancing operational capabilities and improving procedures to ensure a safer and more secure maritime sector in the region. Achieving this will require the project to meet some conditions, including aligning with the existing national and regional initiatives and the beneficiary countries and institutions, and creating an environment that enables the participants to effectively apply the knowledge and skills acquired in their operations.

Figure 3 - Project's reconstructed theory of change

Output
- **If** ISMI/UNITAR receives adequate financial resources to provide high-level training to build the capacity of port actors in the GoG including military, civilian and police personnel;
- **And if** countries and maritime institutions create enabling environments that support the beneficiaries to implement the knowledge and skills acquired from the training.

Outcome
- **Then** countries and institutions in the region will develop a pool of actors equipped with the necessary knowledge and skills to develop, implement and sustain initiatives that strengthen safety and security processes in their waters and ports.

Impact
- **Resuting in** the development of robust port security standards and regulations, improved maritime safety and security across the region, better secured port facilities with enhanced credibility, increased trade volumes and broader sustained long-term economic growth in the GoG.

12. The ToC is based on the following assumptions:
- Countries and institutions will have the political will to implement initiatives proposed by the project beneficiaries.
- Project beneficiaries will remain in their current roles in the medium to long term to apply the knowledge and skills acquired from the training to improve safety and security processes at ports.
- Institutions will maintain a supportive enabling environment for the project beneficiaries by ensuring the provision of adequate financial resources and other essential support to facilitate the application of the knowledge and skills acquired from the training.

Methodology and limitations

13. The evaluation followed a mixed methods approach. The methods and tools employed for the evaluation across its three phases, presented in Figure 4, are described below.

Figure 4 - Evaluation phases

Inception Phase

Data Collection and Field Visit

Data Analysis, Reporting and Dissemination
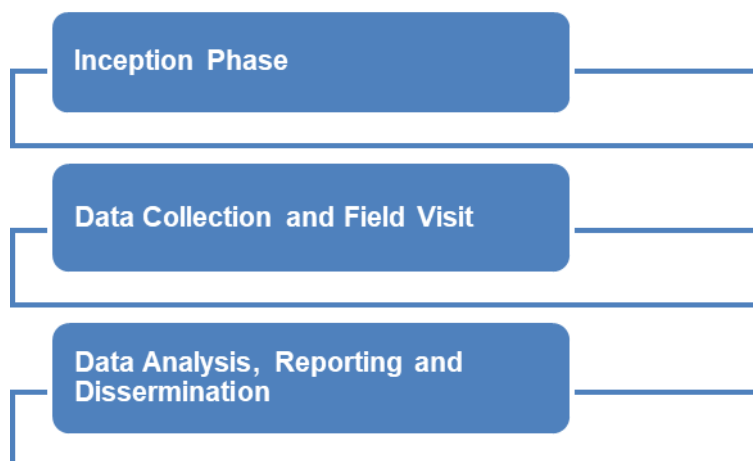
14. At the **inception meeting,** held on 24 September 2024, the evaluation team presented the approach that was to be used for the evaluation to the UNITAR project management team and ISMI. This included the stakeholders being involved in the evaluation process, the tools for collecting data from the different stakeholders, and the approach that was to be used for the data collection, including both face-to-face and virtual approaches. The feedback during the meeting supported the finalization of the evaluation methodology.

15. Diverse methods and tools were used for the evaluation, including GoG context analysis, a desk review of project documents, collection of quantitative and qualitative data, and an analysis of the project's contribution to maritime safety and security in the GoG. Below are the details of the methods used.

16. **Desk Review** – The evaluation team reviewed all of the relevant documents, including training reports, monitoring visit reports, project agreement documents and financial documents. The desk review also involved reviewing reports and academic publications on the safety and security situation in the GoG. The findings from the desk review informed the development of the questionnaire and interview guide for the primary data collection.

17. **Surveys** – A questionnaire was designed to collect primary data from the project training beneficiaries. The purpose was to assess the outcome of the training activities in terms of the acquisition and application of knowledge and skills, in particular, the use of knowledge acquired to develop and support national maritime safety and security initiatives. The questionnaire also sought to gather data on the relevance of the training to beneficiary organizations and national maritime security processes, and the alignment of the project to existing national and regional maritime security interventions. The questionnaire also included open-ended questions that enabled the participants to provide qualitative responses. A total of 49 training beneficiaries participated in the surveys, equating to a 16 per cent response rate.

18. **Key Informant Interviews (KIIs)** – The evaluation team conducted face-to-face and online semi-structured interviews with stakeholders. These included ISMI staff, officials of maritime institutions, training participants and the representatives of the donor. The purpose of the interviews was to collect in-depth information from diverse stakeholders on the project's relevance, coherence, efficiency, effectiveness, sustainability and impact. The interviews provided detailed information on the project's relevance and contribution to improving maritime safety and security in the GoG.

19. **Focus Group Discussions (FGDs)** – During the field trip to Abidjan, the evaluation team conducted two focus group discussions with the staff of the Abidjan port and the customs service. The training beneficiaries and their superiors attended the meeting, providing the opportunity to understand the relevance of the training from both operational and strategic level perspectives. A total of 57 interviewees[4] were consulted, either through KIIs or FGDs.

20. **Observation** – At the time of the visit to Abidjan, a training on "Management of Dangerous Goods" was ongoing. The team participated in the morning session of the training, enabling it to observe the training content and the facilitation approach. On the last day of the training, the evaluators participated in the closing session, where the participants shared their impressions of the training and how they intended to use the knowledge and skills to improve operational processes in their ports. The feedback

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[4] See Annex C.

shared by the participants provided important information on the relevance and effectiveness of the training.

21. **Data Analysis** – With the use of both surveys and interviews to collect the data, quantitative and qualitative methods were used to analyse the data. For the quantitative data, Excel was used to analyse the numerical data and generate graphs to show the graphical responses of various variables. Regarding the qualitative part, content analysis was conducted to identify themes emerging from the interviews and the focus group discussion. The data from the surveys, interviews, focus group discussions and secondary sources was triangulated to ensure credibility and the reliability of the findings.

22. **Field visits** – The evaluation team conducted two field visits: to Abidjan from 4 to 8 November 2024 and to Dakar from 11 to 14 November 2024. The purpose of the field visits was to gather primary data from implementing partners, training participants and maritime institutions.

23. These visits were aligned with training courses organized by ISMI and its partner, the École nationale de cybersécurité à vocation régionale (ENCVR), focusing on (1) **Handling of Dangerous Bulk Cargo (Basic Level in Abidjan)** and (2) **Cybersecurity for IT Operators in Maritime Institutions (in Dakar)**.

Source: UNITAR. Field visit in Dakar.

24. The field visits provided an opportunity for the team to interview key implementing partners, namely ISMI and ENCVR, as well as various beneficiaries, including police officers, civil and port personnel, representatives of maritime institutions and port authorities. Additionally, several focus group discussions were held with past training participants during these visits. The details of the field visits can be found in Annex H: Programme of field visits in Abidjan and Dakar.

25. A rating based on a six-point Likert-like scale was used to provide overall ratings for each of the six evaluation criteria. The rating scale is described in the table below. Ratings were assigned and justified by the evaluator, in agreement with UNITAR's Planning, Performance Monitoring and Evaluation (PPME) Unit, and presented to the project implementing team. The justifications for each rating can be found in

26. Annex I: Assessment of Evaluation Criteria.

Table 1 - Description of the rating criteria

Rating	Description
Highly satisfactory	Under the criterion concerned, the activity (project, programme, non-lending, etc.) achieved or surpassed all main targets, objectives, expectations, results or impacts and could be considered as a model within its project typology.
Satisfactory	Under the criterion concerned, the activity achieved almost all (indicatively, over 80 to 95 per cent) of the main targets, objectives, expectations, results or impacts.
Moderately satisfactory	Under the criterion concerned, the activity achieved the majority (indicatively, 60 to 80 per cent) of the targets, objectives, expectations, results or impacts.

	However, a significant part of these was not achieved.
Moderately unsatisfactory	Under the criterion concerned, the activity did not achieve its main targets, (indicatively, less than 60 per cent) objectives, expectations, results or impacts.
Unsatisfactory	Under the criterion concerned, the activity achieved only a minority of its targets, objectives, expectations, results or impacts.
Highly unsatisfactory	Under the concerned criterion, the activity (project, programme, non-lending, etc.) achieved almost none of its targets, objectives, expectations, results or impacts.

Evaluation Criteria and Key Evaluation Questions

27. The team assessed the intervention using the six standard evaluation criteria of the Organisation for Economic Co-operation and Development (OECD) and the Development Assistance Committee (DAC). Table 2 provides details of the information collected under each of the criteria.

Table 2 - Evaluation criteria

Criteria	Evaluation questions
Relevance	Under relevance, the evaluation team assessed the extent to which the intervention objectives and design respond to the needs, policies and priorities of beneficiaries, as well as global, country and partner/institutions, and how to continue to respond if circumstances change. The evaluation explored how the project contributed to address capacity gaps among maritime safety and security actors. The team analysed how the project responded to the current safety and security concerns in ports in the region, and how the knowledge acquired from the training is being used to develop and support initiatives that contribute to enhanced safety and security in the maritime sector. **Evaluation Question (EQ)1: Is the maritime safety and security component of the project reaching its intended individual and institutional users, and are its related project objectives and activities relevant to the beneficiaries' needs and priorities, and designed with quality?**
Coherence	Regarding coherence, the evaluation team assessed how the project aligns with the strategic priorities of UNITAR and ISMI as well as other maritime safety and security interventions being implemented in the region. The evaluation team examined whether the project duplicated or complemented the national and regional projects being implemented by the GoG states and development partners. Furthermore, it examined the alignment of the project to the policies and protocols of maritime ports and other maritime institutions, as well as the alignment of the project to national maritime safety and security strategies of the participating countries. **EQ 2: To what extent does the project complement, harmonize and coordinate with similar programmes and projects implemented by UNITAR and other actors in the intervention context?**
Effectiveness	The evaluation team assessed the extent to which the intervention achieved or is expected to achieve its objectives, outcome and outputs, including any differential results across groups. The evaluation probed the acquisition of knowledge and skills and how this has contributed to the career progression of the beneficiaries. The team also explored how the participants are applying their knowledge and skills in their day-to-day operations, as well as the extent to which the project contributed to the implementation of policies and strategies to strengthen safety and security measures

Criteria	Evaluation questions
	at various ports in participants' respective countries. With the changing dynamics within the maritime sector and the project implementation context, the team assessed how ISMI and the project management applied adaptive management strategies to ensure that the project responds to the emerging needs of the beneficiaries. **EQ 3: To what extent has the project's maritime safety and security component increased the capacity of military and police personnel and other beneficiaries in the GoG, and improved access to high-impact maritime training?**
Efficiency	The evaluation team assessed the efficient utilization of the project resources, including the engagement with the implementing partner (IP) and the extent to which the intervention achieved results in an economical and timely way. The governance and project management arrangements employed to deliver the project were assessed. Other areas of efficiency, such as the timely transfer of funds, adequacy of the training schedule and the training administrative processes, were also assessed. **EQ 4: To what extent has the maritime safety and security component of the project cost-effectively delivered its results and optimized partnerships through IP arrangements?**
Likelihood of Impact	The evaluation team assessed the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. The evaluation assessed the impact of the project on individuals in terms of its contribution to the beneficiary's career progression. In terms of impact at the national level, the team assessed the contribution of the project to national security objectives related to port safety and security. **EQ 5: What are the potential cumulative and/or long-term effects expected from the project, including its contribution towards the intended impact and intermediate outcomes, positive or negative impacts, or intended or unintended changes?**
Likelihood of Sustainability	The evaluation team assessed the extent to which the net benefits of the intervention continue or are likely to continue. The aspects of evaluation that were assessed include the continuous use of knowledge by beneficiaries, the continuous work of beneficiaries in their current position to enable them to use the knowledge, and also the sharing of knowledge by the participants with their colleagues to ensure a wider acquisition of the knowledge and skills. Furthermore, the evaluation assessed the factors that hinder or enhance the implementation of knowledge. **EQ 6: To what extent are the results of the maritime safety and security component of the project likely to be sustained in the long term? How is environmental sustainability addressed in the project?**
Gender Equality and Women's Empowerment, Disability and Environmental Considerations	The evaluation team assessed the integration of gender equality and women's empowerment in the project implementation process. Specifically, the evaluation assessed the factors that enhanced or hindered the inclusion of women in the training activities. Disability and environmental considerations were also included. Specific questions on these topics were addressed in each evaluation criteria.[5]

Ethical Standards

28. The evaluators conformed to the ethical standards in evaluation as described in the United Nations Evaluation Group (UNEG) Norms and Standards. The project ensured

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[5] See Annex F.

transparency by clearly explaining the purpose of the evaluation to all the respondents, including how the data will be used. With the support of ISMI and UNITAR's PPME Unit, stakeholders and beneficiaries were informed about the evaluation process ahead of time, enabling them to prepare accordingly. Furthermore, respondents were assured of confidentiality and anonymity concerning the data and responses. The evaluation team also adhered to the "do no harm" principles throughout the evaluation process.

Limitations

29. The evaluators employed a mixed methods approach, integrating qualitative techniques (FGDs, KIIs) and quantitative methods to develop a more comprehensive understanding of the project. Primary data was gathered through surveys and direct consultations with participants in the training sessions. However, despite the fact that the ultimate beneficiaries of the project are the communities residing near port infrastructures, the evaluators were unable to engage with them directly. This limitation stemmed from the field missions, which were constrained to just one week per country and were highly intensive due to the large number of stakeholders that the evaluation team needed to meet within that time frame.

30. Furthermore, as mentioned above, the evaluation took place in parallel with the implementation of some of the activities. This resulted in the fact that it was too early to expect visible changes in work practices by participants who had only recently participated in training events.

31. While the survey's response rate was 16 per cent, only four of the respondents were female and hence the disaggregation of data by gender relied on a very small sample. All but four respondents took part in training in Abidjan, and responses received cover training courses organized in 2023 (33 responses) and 2024 (16 responses) and do not cover all training events organized. Therefore, results of the survey have to be interpreted with this limitation in mind.

32. The Level 1 reaction questionnaire deployed by ISMI was not aligned with the UNITAR-required values of job relevance, intent to use, new information and overall usefulness, and information could therefore not be compared to other UNITAR training.

Findings

Relevance

Rating: Highly satisfactory

EQ 1: Is the maritime safety and security component of the project reaching its intended individual and institutional users, and are its related project objectives and activities relevant to the beneficiaries' needs and priorities, and designed with quality?

Project Relevance to Frameworks

33. The project is aligned with the 2023 Agenda for Sustainable Development.
The **2030 Agenda for Sustainable Development** provides a key framework for addressing port security challenges in the GoG. Aligning with its goals helps countries to promote regional stability, boost economic growth and ensure sustainable use of

marine resources. Thus, a key question in evaluating the relevance of the project is does it align with the goals and principles of the 2030 Agenda for Sustainable Development? The research conducted as part of this evaluation indicates that the **Safe Port project aligns strongly** with the **2030 Agenda for Sustainable Development**, particularly through its contributions to **Sustainable Development Goal (SDG) 14 (Life Below Water)** and **SDG 16 (Peace, Justice and Strong Institutions)**. Maritime institutions in the GoG, such as the National Agency for Maritime Affairs (ANAM) in Dakar, the Directorate General of Maritime and Port Affairs (DGAMP) in Abidjan and others visited by the evaluators during their field mission, play a vital role as essential pillars for the region's security, governance and sustainable development. The project contributes to strengthening port security and governance, promotes capacity-building for personnel working in the ports of the GoG and addresses critical issues, such as maritime crime and environmental sustainability. By strengthening institutional frameworks and promoting collaborative approaches, it supports the principles of inclusivity, resilience and sustainability that underpin the 2030 Agenda for Sustainable Development.

34. The project is aligned with UNITAR's 2022-2025 Strategic Framework.
It is important to emphasize that UNITAR has a mission to build the capacities of individuals, organizations and institutions to improve global decision-making and support country-level actions for a better and more sustainable future. The project gains additional relevance due to its significant alignment with **UNITAR's 2022-2025 Strategic Framework** and, more particularly, **Strategic Objective 1** on "Promoting peace and just and inclusive societies". Though no explicit reference to maritime security is made, the strategic objective refers to supporting institutions and individuals to prevent and resolve violent conflicts, restore the rule of law and build lasting peace. This alignment includes capacity-building through targeted training and adherence to international standards, such as the International Ship and Port Facility Security (ISPS) Code. Both ISMI and UNITAR emphasize enhancing governance, fostering regional cooperation and strengthening institutional capacity to tackle critical challenges, such as maritime security and sustainability.

35. The project is aligned with the GFFO's Policy Guidelines for Africa.
Germany's commitment to peace, security and stability,[6] as well as to sustainable economic development[7] in Africa, is articulated through the GFFO's Policy Guidelines for Africa, which emphasize a comprehensive approach to security, economic growth and sustainable development. In the context of port security in the GoG, the Safe Port project aligns with these guidelines. In addition to the project, Germany further provides support to regional frameworks, such as the Yaoundé Code of Conduct, aimed at combating piracy and enhancing maritime security in West and Central Africa. Germany also contributes significantly to building local capacities, promotes information sharing and supports coordinated responses among stakeholders in the maritime sector. In addition, Germany's approach recognizes the interconnection between security and development, ensuring that port security initiatives also contribute to economic growth and the sustainable use of maritime resources.

36. In summary, building on the above, the Safe Port project is highly relevant as it aligns closely with the 2030 Agenda for Sustainable Development, UNITAR's 2022-2025 Strategic Framework and the GFFO's Policy Guidelines for Africa, underscoring its strategic role in addressing key maritime and development challenges in the ports of the GoG.

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[6] The first out of five core objectives of the policy.
[7] Part of the second objective: "Sustainable economic development, growth, prosperity and employment for all - investing in prospects for Africa's young people and women".

Relevance of the design of the project's maritime safety and security component in addressing the identified needs and priorities of the beneficiaries, including training participants and the beneficiary institution.

37. The project is aligned with the needs of the training participants and the priority areas for intervention have been correctly identified for the training participants with regards to maritime safety and security (EQ 1.2.1.1).
The objectives and design of the maritime safety and security component of the project are highly relevant to the identified needs and priorities of the beneficiaries, including training participants and the beneficiary institutions. In the past, port authorities were primarily responsible for training their personnel, with support from national maritime administrations and private operators. This approach relied on localized efforts and partnerships to build the necessary skills for port operations. However, while effective to some extent, such decentralized training methods previously conducted by port authorities often lacked standardization and coordination, which potentially resulted in gaps in capacity-building and inconsistent adherence to international standards. Centralized and collaborative frameworks are now increasingly recognized as essential for ensuring uniformity and efficiency in training programmes.

38. Participants considered the selection of themes to be relevant, according to the results of the survey. The majority of participants had already received basic ISPS Code training, but they lacked in-depth knowledge.

39. Regarding the relevance of the training to the day-to-day operations of the respondents, 41 per cent of survey respondents indicated that it is extremely relevant and 52 per cent indicated that it is very relevant. Only 7 per cent of the respondents indicated that the training was somehow relevant (Figure 5). The findings show the high relevance of the training activities in strengthening the professional capacity of the port facilities' personnel in the project's participating countries. The link between the training content and the participants' roles shows that the training activities were designed to address individual and institutional capacity-building needs. According to the survey, trainings were delivered to: operational and administrative port personnel, among them health, safety and environment officers, managers and technicians (49 per cent); maritime authorities' personnel (22 per cent); and naval officers, narcotics control officers, police officers, custom officers and gendarmerie officers (all of them representing 29 per cent).

Figure 5 - Relevance of knowledge and skills to day-to-day operations
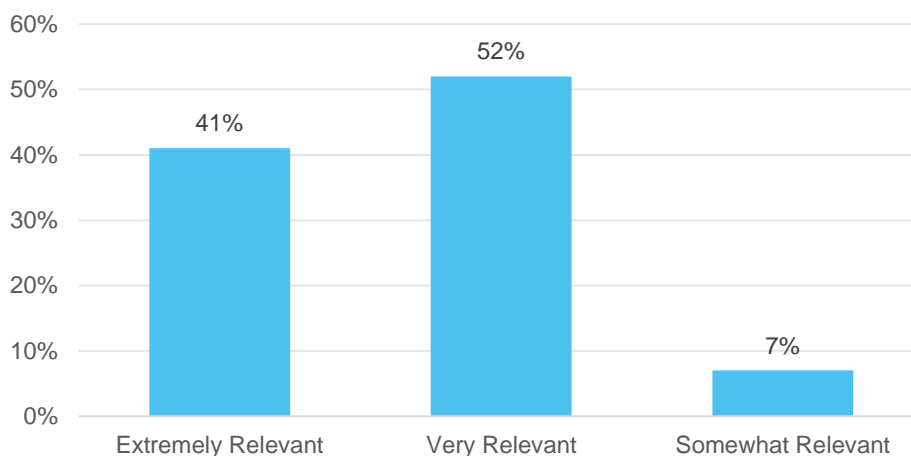
In recounting the relevance of the management of dangerous goods training, a participant stated: *"I have worked at the port for 20 years but I have never had the*

opportunity to learn what I have learned from here. All the wrong approaches I use in my daily operations will be improved thanks to the knowledge acquired from the workshop."

40. Furthermore, when the beneficiaries were asked how often they receive training in topics related to cybersecurity, management of dangerous goods, control techniques of maritime containers or other related topics, 23 out of 46 (50 per cent) responded that this was the first time they had participated in such training activities. This further demonstrates the relevance of the training that responds to the capacity needs of maritime safety and security personnel.

41. The project is aligned with the needs of the beneficiary institutions in terms of safety and security.
The priority areas for intervention have been correctly identified for the beneficiary institutions concerning maritime safety and security.

Figure 6 - Relevance to organization's maritime safety and security needs
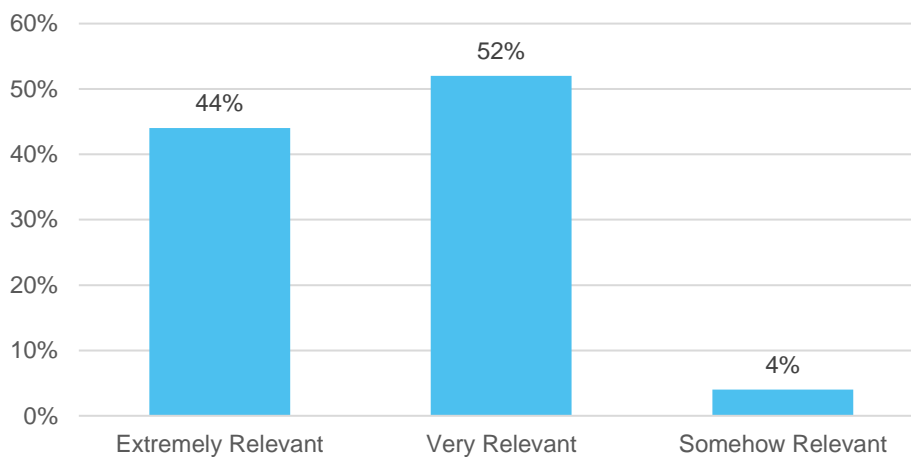
42. Port security is of critical importance in most GoG countries due to the region's trade and economic development, with ports being the primary source of customs revenue. However, ports face significant challenges, particularly in safety and security. The representative of the Permanent Secretariat of the Interministerial Committee for State Action at Sea, engaged during the field mission in Abidjan, observed that: "A*pproximately 80 per cent of customs revenues pass through the Port of Abidjan, which serves as the economic lifeline of Côte d'Ivoire. The port is a vital asset for the government, which manages two ports - Abidjan and the rapidly developing Port of San Pedro."* Port security remains a central focus for port administrations across the GoG region. As maritime institutions in the GoG are essential for ensuring the safety of the region's maritime domain, combating illegal activities and fostering cooperation for improved security and economic stability, they are actively seeking strategies to enhance safety at their facilities and ports. While efforts have been made to enhance port security in compliance with the ISPS Code, these measures primarily address security threats, such as armed robbery at sea and smuggling. The safety aspect of port operations, which encompasses measures to prevent accidents, manage hazardous materials and ensure workers' safety, has often been overlooked and remains poorly understood or inadequately addressed. This makes the project a vital intervention for the region, which is what emerged from the consultations held during the field mission with maritime institutions and port authorities in Dakar and Abidjan. This observation is confirmed by the results of the survey conducted during this evaluation. From the results, 96 per cent of the respondents believe the programme is either extremely relevant or very relevant to their maritime safety and security needs.

Based on the findings, as outlined in Figure 6, the evaluation concludes that the project is highly relevant to the maritime institutions of the beneficiary countries in the GoG.

In describing how the training will support institutional safety and security strengthening processes, one of the survey respondents stated:

"I have gained a clear understanding that maritime operations are governed by specific rules and regulations, which I was previously unaware of. I plan to apply this knowledge to my work. As our port is in the process of implementing safety and security measures, I will share what I have learned and work to incorporate key aspects of this training into our procedures."

43. A training participant who attended the training *"Fight Against Marine Pollution"* indicated:

"The training is very enriching given the challenges we face at the Port of Cotonou. I had never received training in pollution cases, particularly those involving hydrocarbons. This was the first time... In fact, once I returned to my country, we were confronted with an oil spill. I was better equipped to organize the cleanup operations, handle communication during a pollution incident and manage the crisis."

44. The Director of the Port of Dakar, interviewed during the field mission, said:

"Security is a major issue for us, particularly due to the lack of detection and intervention resources. Personnel must be trained and have the necessary skills to manage risks. It is also important to highlight that significant changes are taking place in the Port of Dakar, with considerable environmental impacts. Currently, the Port of Dakar employs 2,500 people, including 350 sailors. There are also about 100 people working as officers and port labourers. Therefore, security is a key factor in ensuring the smooth operation and sustainability of our activities."

45. Support for gender equality and women's empowerment (GEEW) is limited, to some extent, as it reflects the situation in the sector, while support for the Leave No One Behind (LNOB) principle is demonstrated through course accessibility, disability data and the inclusion of participants from countries in special situations (EQ 1.4.1).

Addressing gender issues and promoting women's interest in the maritime security sector has been a major priority of the GoG countries and their international partners. Efforts to increase women's participation in the maritime industry have focused on creating opportunities for women to thrive at all levels, in particular at the operational and strategic levels. The Kofi Annan International Peacekeeping Training Centre (KAIPTC) has developed a code of practice for women in the maritime sector.[8] The code provides practical steps that various institutions can adopt to ensure the achievement of gender equality goals. An important aspect of these efforts is to ensure the participation of women in capacity-building activities to acquire the requisite knowledge and skills needed for career advancement. The evaluation, therefore, assessed the extent to which the issues of gender and women were considered throughout the project.

46. Generally, a low level of participation of women (14 per cent of participants across the training events were female) was recorded in the project training activities, primarily due to the limited number of women occupying positions relevant to the training topics.

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[8] https://www.kaiptc.org/kaiptc-launches-pioneering-code-of-practice-for-women-in-maritime-security-in-the-gulf-of-guinea/

Participant selection was facilitated through the Port Management Association of West and Central Africa (PMAWCA), which invited institutions to nominate staff based on specific criteria, including the relevance of their roles to the training objectives. Although the invitation encouraged the nomination of women, fewer women than men were selected, which stems from the limited number of women occupying positions of relevance to the training objectives according to interviewees. For instance, the evaluation team visited ISMI during one of the training sessions and it was observed that only one woman participated in the training. In the post-course feedback, the participants emphasized the need for more women to be included in the training activities.

"There is a popular saying that when you educate a man, you educate an individual but when you educate a woman, you educate a multitude. By this statement, I would like to emphasize the need for countries to build the capacity of women to ensure gender equality and enhance the achievement of their career goals." – Training participant.

"The knowledge and skills gained from training on the administration of dangerous goods can promote gender inclusion by empowering women with specialized expertise in a highly technical and critical area of maritime security. As more women acquire skills in dangerous goods management, they will be better positioned to take on leadership roles and specialized positions in maritime security, challenging traditional gender roles in the sector. This increased representation can drive cultural shifts, encouraging broader women's participation." – Training participant.

47. The project further contributed to the Leave No One Behind principle by making training accessible in French, English and Portuguese (local national languages), and reaching 61.22 per cent of participants from 12 countries in special situations, which is a collective term for the Least Developed Countries, Small Island Developing States and Landlocked Developing Countries.[9] Furthermore, it is important to highlight that, unlike usual practice, disability data was consistently collected on the participants' list.

48. The maritime and safety component of the project is consistent with the evolving regional and international context (EQ 1.5.1.1).
The project addressed a critical gap in maritime operations, particularly within the GoG ports, where severe incidents highlighted deficiencies in port safety and security. It identified limited knowledge among port personnel on safety protocols, particularly regarding the handling of dangerous materials. This gap was underscored by a series of disasters, indicating the need for enhanced safety and security in the region's ports. On 18 December 2023, a powerful explosion occurred at the Société Guinéenne de Pétrole's hydrocarbon depot in Kaloum, Conakry, Guinea. The incident resulted in at least 13 deaths and 178 injuries, causing significant destruction in the surrounding area, including the collapse of buildings and homes.[10] In recent years, other notable incidents have occurred in ports within the GoG, highlighting challenges in security and infrastructure management:

1. **Explosion at the Port of Lagos, Nigeria (March 2020)**: A massive explosion occurred at the Lagos port, causing significant damage to port facilities and surrounding residential areas. This incident highlighted issues related to the storage and handling of hazardous materials.

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[9] Cabo Verde, Mauritania, Senegal, Gambia, Guinea, Guinea-Bissau, Sierra Leone, Liberia, Togo, Benin, Angola, Mozambique.

[10] https://apnews.com/article/guinea-conakry-explosion-fire-fc6dc8d5603444d3ede1d8de148ef872

2. **Fire at the Port of Tema, Ghana (May 2021)**: A fire broke out in a storage area at the Tema port, destroying several containers and disrupting port operations. The incident raised concerns about the safety protocols in place for managing flammable goods.

3. **Accident at the Port of Abidjan, Côte d'Ivoire (July 2022)**: A collision between two ships in the Abidjan port led to the spillage of chemicals into the water, impacting the marine environment and local fishing activities. This event underscored the need to improve maritime safety measures and port personnel training.

49. The individuals interviewed during the evaluators' field mission attribute these incidents to several factors: weak governance and oversight; inadequate infrastructure characterized, by ageing and underdeveloped facilities; high volume of traffic; inappropriate handling of hazardous materials in ports; and a lack of security protocols and training. These issues, together, further increase the security challenges currently faced by ports in the region and highlight the critical importance of strengthening safety measures and ensuring adequate training for personnel in the ports of the GoG to prevent future disasters.

50. Inadequate training of port staff on safety and security measures, as well as a lack of comprehensive security protocols, contribute to vulnerability. This is particularly true in the handling of hazardous materials, which increases the risk of accidents and environmental disasters. The training in the management of dangerous goods introduced the participants to the appropriate approaches to adopt when handling dangerous goods. Participants appreciated the relevance of the training:

"The purpose of ensuring the effective management of dangerous goods is to protect human life and the environment, and since dangerous goods constitute about 90 per cent of the goods we handle at the ports, there is a need to strengthen the management processes. As experts, we need to increase our knowledge of best practices to better handle safety and security at our ports. This is exactly what the training has done." – Senegalese Participant.

"Given the number of incidents in recent years, there is an increasing focus on port security, highlighting the need to be very strict in the application of standards." – Member of Permanent Secretariat of the Interministerial Committee for State Action at Sea.

51. One of the most recent training sessions, which took place in November 2024, focused on cybersecurity. As port operations become increasingly digitalized, the risk of cyberattacks on port infrastructure grows, potentially disrupting operations and compromising security systems, thus making ports more susceptible to exploitation. All the training materials are regularly updated and highly relevant to the rapidly evolving context. These training sessions are particularly relevant given that, in recent years, significant terrorism threats have emerged from Sahel countries. The most exposed countries are Nigeria, Cameroon, Togo, Benin, Ghana and Côte d'Ivoire. In conclusion, this chapter highlights that the **project is highly relevant** and has successfully adapted to the evolving context, particularly in terms of the theme and content of the training programmes.

Coherence

Rating: Satisfactory

52. The Safe Port project aligns closely with the G7++ Friends of the Gulf of Guinea (FoGG) framework, an initiative established in 2013 to strengthen maritime security in the GoG. From 2021 to 2023, Côte d'Ivoire and Germany co-chaired the G7++ FoGG, highlighting regional priorities and strengthening the mobilization of international partners. The G7++ FoGG is an initiative launched in 2013 to enhance maritime security in the GoG, a strategic region for global trade but one facing challenges, such as piracy and transnational crimes. This expanded G7 group (including regional and international partners) supports coastal states in implementing the Yaoundé Code of Conduct (2013), aimed at improving cooperation and maritime capacity. The project, initiated within this framework, exemplifies this commitment by providing concrete solutions to improve maritime security. The project aligns with the G7++ FoGG principles, promoting cooperation, strengthening local capacities and supporting regional initiatives. The project is consistent with UNITAR programmes focusing on capacity-building for regional institutions, and military, police and/or trade union personnel involved in maritime affairs in other regions, such as Malaysia, the Arabian Peninsula, East Africa, the Bay of Bengal, the Andaman Sea and Asia-Pacific (EQ 2.1.1.1).

53. Within the framework of the "European Union (EU) Strategy for the GoG", significant projects in the maritime safety and security area were funded by the EU. However, most of them concluded in 2023, coinciding with the launch of the project's activities. The transnational nature of maritime safety and security challenges has necessitated collaboration among stakeholders within and outside the GoG region. To address the challenges and enhance port safety and security, various national, regional and international stakeholders have implemented initiatives aimed at strengthening maritime safety and security capacity for ports' personnel. When interviewed, the adviser from the GFFO, who specializes in police cooperation and overseeing the Stabilisation Platform (SPF), and has been involved with the project since its inception, explained:

"The German Federal Foreign Office, in line with its Policy Guidelines for Africa, collaborated with various partners, including the EU, France and Japan, to ensure the project's coherence. This effort was aimed at avoiding overlaps with existing activities and ensuring that the Safe Port initiative was well-integrated and aligned with other ongoing interventions."

54. Building on the above, the donor placed significant emphasis on ensuring the coherence of this intervention from the outset, aligning it with their established principles of engagement. Consequently, the consistency of the project with other interventions is remarkably high, particularly as most European projects, including the Western and Central Africa Port Security (WeCAPS) initiative, had largely concluded by 2023. In this context, the Safe Port project has played a critical role in addressing the gap left by the closure of these programmes.

These projects include:

- Gulf of Guinea Inter-Regional Network (GoGIN) Project: ongoing since 2016, with Danish and European funding. This project focuses on enhancing maritime security and surveillance in the Gulf of Guinea by implementing the Yaoundé

[Architecture Regional Information System (YARIS)](#) for maritime coordination, information sharing and incident management. It also supports national organizations in defining and implementing their maritime strategies.

- [WeCAPS Programme](#): EU funding, launched in 2019 and closed in April 2023. This programme aimed to improve port safety and security in West and Central Africa. It emphasized compliance with ISPS standards, preventing illicit activities, enhancing resilience against incidents and supporting port governance.

- [Seaport Cooperation (SEACOP) Project](#): EU funding. This project combats illegal maritime trafficking, strengthens port intelligence and control capacities, and fosters national and regional cooperation.

- [Support to West Africa Integrated Maritime Security (SWAIMS) Programme](#): ended in 2023, funded by the EU. Supporting the ECOWAS Integrated Maritime Strategy, this programme aimed to strengthen maritime security in the GoG by establishing robust institutions, effective governance and maritime policies in coastal states.

- [Support Programme for Maritime Safety and Security Strategy in Central Africa (PASSMAR)](#): EU funding. Covering the 2019-2023 period, this project focused on harmonizing the national legal frameworks of ECCAS member states with the International Convention for the Safety of Life at Sea (SOLAS). It provided legal expertise and assistance in judicial processes.

- [Enhanced Maritime Action in the GoG (EnMAR) Project](#): launched in 2022, to run for three years. The project aims to promote maritime security and enhance economic prosperity in the GoG region by fostering political dialogue, cooperation and exchanges with key partners of the Yaoundé Architecture Regional Information System and with European and international actors. EnMAR, funded by the EU for a budget of 5 million euros, is implemented by Expertise France.

55. Overall, there is a strong coherence between WeCAPS and Safe Port, as both projects aim to strengthen the capacities of maritime port stakeholders and institutions even if their approaches are quite different. WeCAPS focuses on port security, port governance, and civil safety implementing its objectives through training programmes, mentoring, consultancy services, regional seminars, and fostering public-private partnerships. Safe Port adopts an approach focused on delivering training sessions to port personnel. Most of the time, these sessions are conducted at ISMI's well-equipped facilities in Abidjan whereas WeCAPS conducts training sessions on-site in the port areas of the Gulf of Guinea countries.

56. The United Nations Office on Drugs and Crime (UNODC) and the International Maritime Organization (IMO) also play key roles in enhancing maritime safety and security, each with distinct priorities and projects. The project complements their initiatives by integrating both safety and security aspects, offering tailored training to maritime personnel in the GoG+, and addressing gaps in capacity-building with a focus on long-term sustainability.

- **UNODC** focuses on maritime security, addressing issues such as piracy, drug trafficking and organized crime. Its [Global Maritime Crime Programme (GMCP)](#) builds capacity to combat maritime threats, while the [Container Control Programme (CCP)](#) strengthens port inspections to counter smuggling and illicit activities.

- **IMO** concentrates on setting international safety standards. Projects include the West and Central Africa Maritime Security Project[11] that is predicated on the implementation of, compliance with and enforcement of the provisions of SOLAS chapters V and XI-2 and the ISPS Code, with particular emphasis on SOLAS regulation V/19.2 on long-range identification and tracking of ships (LRIT); SOLAS regulation XI-2/7 on threats to ships; and the port facility related sections of the ISPS Code. National training programmes focusing on the ISPS Code, self-assessment and audits, as well as drills and exercises, have been conducted within the framework of this project. The **ISPS Code Implementation** enhances port and ship security, and the Integrated Technical Cooperation Programme (ITCP) supports capacity-building in developing states.

57. Several countries have engaged in bilateral initiatives to strengthen port personnel capacities in the GoG.

   The United States (US) offers training programmes for port personnel in West Africa as part of its efforts to enhance maritime security, port management and regional cooperation. These trainings are often implemented by US government agencies, such as the United States Coast Guard (USCG) and other partner institutions, including the US Department of State and Africa Command (AFRICOM). Similarly, France offers training programmes for port personnel in the GoG as part of its maritime security cooperation initiatives. These trainings are typically conducted by French institutions, such as the French Navy, the Higher School of Merchant Navy (ESMM) and other maritime security agencies. Italy also participates in training port personnel in the GoG as part of its maritime security cooperation initiatives. These training programmes are often conducted by Italian institutions, such as the Italian Coast Guard and other agencies related to maritime security. Denmark has established a Peace and Stability Programme[12] to enhance coordination and administration between Danish, Ghanaian and Nigerian coast guards, navies, local ports and judicial systems through training and dialogue. This initiative aims to improve maritime security and governance in the region.

   Nevertheless, the evaluation did not find any examples of concrete coordination or collaboration with these other actors.

Figure 7 - Alignment of training to existing maritime safety and security initiatives

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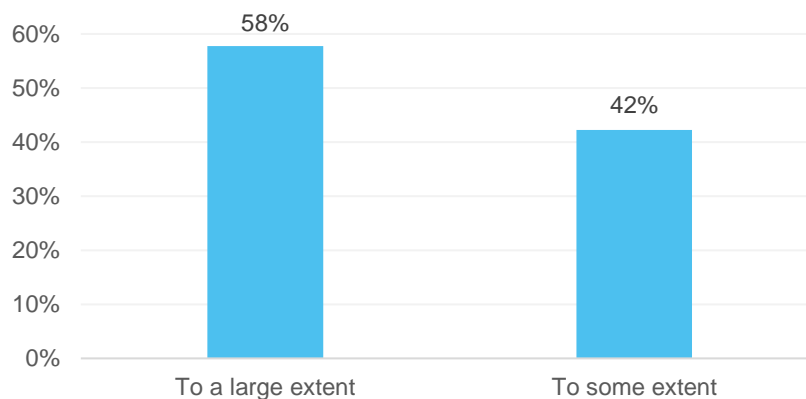
[11] This project is delivered in the framework of IMO's strategy document that outlines the technical cooperation work that IMO endeavours to undertake for the purpose of assisting regional states to implement key areas within the Yaoundé Code of Conduct.

[12] This programme is executed with the Peace and Stabilization Fund 2023-2027 that comprises Peace and Stabilization Programmes, a Strategic Response Facility and an Advisory Support Facility.

58. Figure 7 illustrates respondents' perspectives on how well the project aligns with existing maritime safety and security initiatives. As shown, 58 per cent of respondents indicated that the project aligns to a large extent, while 42 per cent felt it aligns to some extent.

59. The evaluation can conclude that the objectives of the project are consistent with programmes implemented by other institutions focusing on enhancing the capacities of regional institutions, as well as military, police personnel and/or workers involved in maritime affairs in the GoG (EQ 2.2.2.1). It is all the more consistent given the need for capacity-building among port personnel in the GoG. The growth of international trade, the increasing complexity of port operations and the evolving security challenges in the GoG make it essential for port personnel to be equipped with the necessary skills and knowledge.

60. At present, there is no effective centralized mechanism for coordinating or sharing information about the training provided to port personnel through various interventions in the GoG.
This gap in information management can pose a challenge for the effective implementation of projects such as Safe Port, which specifically aims to strengthen the capacities of port stakeholders across the region. Strengthening coordination between port security projects requires an integrated and collaborative approach among the various stakeholders involved, as well as the creation of inter-institutional coordination platforms. The Yaoundé Architecture Regional Information System for maritime security is designed to enhance cooperation among the coastal states of the GoG. Within this framework, the Interregional Coordination Centre (ICC) is meant to play a key role in managing maritime operations, surveillance and information sharing among the countries in the region. However, due to operational limitations, the ICC has not been able to fully fulfil its coordination function. However, the Safe Port project is not explicitly mentioned as a direct component of the Yaoundé Architecture, but its objectives and activities indirectly contribute to this framework.

61. The project demonstrates strong internal coherence, aligning closely with other UNITAR initiatives on similar topics implemented over the years across various regions. This consistency underscores the global relevance and strategic alignment of UNITAR's maritime security efforts.
UNITAR's maritime security projects - spanning Southeast Asia, Africa and the Indo-Pacific - are unified by a shared emphasis on capacity-building, technology-driven solutions and fostering international cooperation. Initiatives such as "Supporting the Malaysian Coast Guard for improved maritime surveillance", "Enhancing Maritime Security in Africa – Safe Seas for Africa 03", and the "Multinational Partnership and Civil Engagement in the Arabian Peninsula and East Africa Region in Cooperation with Combined Maritime Forces (CMF)" demonstrate UNITAR's commitment to addressing regional challenges while aligning with global maritime security priorities.

62. These projects encompass training on key international conventions, such as ISPS and SOLAS, alongside critical components including drone procurement and framework development. Despite operating in different regions, the projects maintain thematic consistency and are supported by donors such as the GFFO, the UN Refugee Agency (UNHCR), the EU and the Permanent Mission of Japan in the countries of intervention. By tailoring its approach to regional needs while maintaining alignment with global security frameworks, UNITAR reinforces its pivotal role in advancing maritime safety, security and governance on a global scale.

63. The projects contributing to supporting the internal coherence within UNITAR's portfolio include:

- Enhancing Maritime Security in Africa - Safe Seas for Africa - (2024-2027). This EU-funded project also works with ISMI and includes a training focus in the GoG.
- The Shimanami Collective: Sea and Human Security for the Free and Open Indo-Pacific G7 Hiroshima Summit Legacy Project (22 January 2024 to 31 March 2025). One of the primary objectives of the project is to nurture environmental security and maritime cooperation, including regional monitoring and surveillance, disaster response and emergency rescue operations. The project covers a wide approach to maritime affairs, including environment, trade and other aspects.[13]
- Supporting the Malaysian Coast Guard for improved maritime surveillance - Phase II (2 May 2024 to 31 December 2025). The project builds on its previous phase.
- Supporting the Malaysian Coast Guard for improved maritime surveillance[14] (1 September 2023 to 30 April 2024). The project focused on mapping the technical equipment need related to drones and delivery of training to the Malaysian Coast Guard.
- Multinational Partnership and Civil Engagement in the Arabian Peninsula and East Africa Region in Cooperation with Combined Maritime Forces (CMF)[15] (Phase I, 1 December 2023). The project delivers training on different topics, including maritime security and the risk of piracy in the GoG, as well as other project components, such as policy development and cooperation between actors.
- Acquisition of Satellite Imagery of Mixed Maritime Movements in the Bay of Bengal and Andaman Sea[16] (1 November 2015 to 31 December 2015).

64. The project is consistent with relevant international frameworks, UN resolutions and priorities in the peacekeeping field, and maritime safety and security protocols (EQ 2.3.1.1).
The project aligns with international frameworks and UN resolutions in maritime security and peacekeeping. It supports UN Security Council resolutions against piracy, trafficking and maritime crime, while reinforcing compliance with IMO standards, such as the SOLAS and ISPS codes. The initiative enhances the safety of supply chains in conflict zones, supporting peacekeeping operations. It also promotes regional cooperation and capacity-building in line with the SDGs, particularly SDG 16. The project addresses transnational threats, such as illegal IUU fishing and smuggling, combining security with development to foster stability and economic growth in affected regions.

65. The project aligns with the national and institutional protocols aimed at enhancing maritime safety and security.
Amid the ongoing safety and security issues in the GoG maritime sector, states are adopting strategies to strengthen their safety and security processes. The project was implemented to complement these initiatives, focusing on enhancing safety and

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[13] Funded by Japan.
[14] Financed by the German Ministry of Foreign Affairs.
[15] Financed by the German Ministry of Foreign Affairs.
[16] Funded by UNHCR.

security within the states' waters and port infrastructure. As such, the participants were introduced to critical processes, such as managing dangerous goods, implementing and strengthening the ISPS Code, and instituting robust cybersecurity measures.

Figure 8 - Alignment of training to organizations' policies and protocols
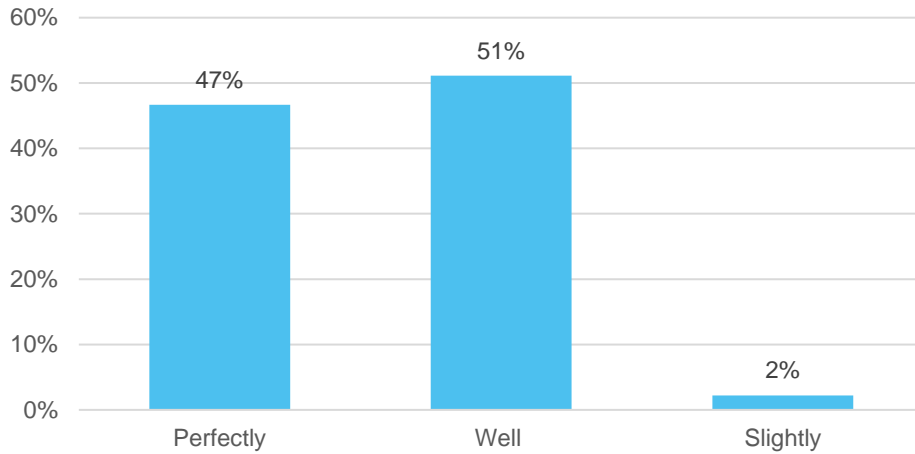
Figure 9 - Alignment of training to country's national maritime safety and security strategies
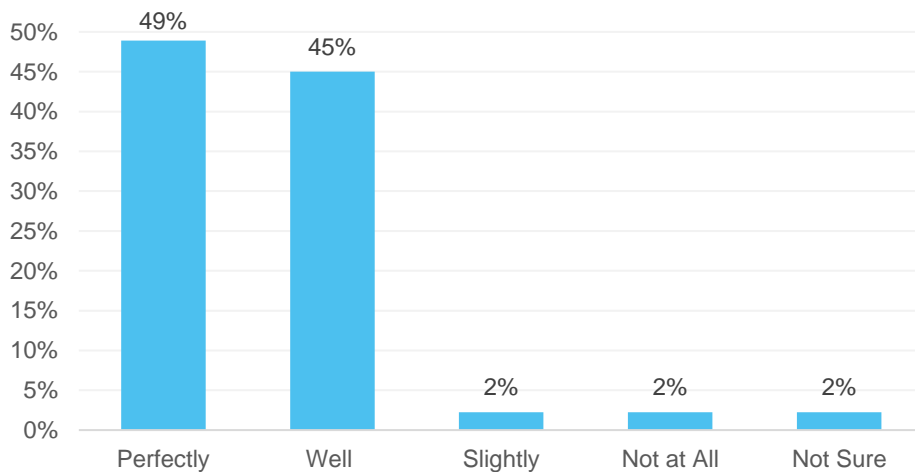
66. As part of the evaluation, the project's beneficiaries were surveyed on the alignment of the training contents to their institutional protocols and national maritime safety and security strategies. The results showed that 98 per cent of the respondents found the training to align perfectly or well with their institution's safety and security protocols (Figure 8). Similarly, 49 per cent rated the alignment of the training with their national maritime strategies as perfect, while 45 per cent rated it as well-aligned (Figure 9). This shows the relevance and the practical application of the training to existing frameworks, contributing to strengthened operational efficiency of maritime institutions and national safety and security objectives. It also contributes to building a foundation for sustained improvements in maritime safety and security practices in the beneficiary countries.

Effectiveness

Rating: Satisfactory

EQ 3: To what extent has the project's maritime safety and security component increased the capacity of military and police personnel and other beneficiaries in the GoG, and improved access to high-impact maritime training?

67. The project component's intended outcomes were successfully achieved, despite some adjustments made to address specific external challenges, such as the availability of trainers and participants. Overall, the project activities under the grant to ISMI were carried out in accordance with the annual work programme and budget (AWPB) and logical framework but with minor deviations and adjustments.[17] One of the factors contributing to the project's success was ISMI's ability to adapt to changing circumstances (EQ 3.1.1.2) and its strong regional network in the sector of maritime security.

68. In 2023, ISMI had planned to train 209[18] participants but trained 190,[19] resulting in an effectiveness rate of 91 per cent. Similarly, in 2024, ISMI aimed to train 292[20] participants but managed to train 258,[21] achieving an effectiveness rate of 88 per cent.

69. A total of 448 participants[22] were trained out of a target of 482, achieving a 93 per cent output delivery rate. This is a remarkable achievement given the challenges of a very tight schedule within the two-year time frame of the regional project implementation. The slight adjustments to the programme's activities in the first year, which impacted the training schedule, were due to a shortage of participants for one training and the unavailability of trainers for another. The issue of trainer unavailability may be linked to the need for timely planning of training, as delays in funding can affect both the scheduling and the availability of qualified trainers, which in turn highlights a potential gap in expertise on port security topics within the sub-region.

70. This is reflected in the 2023 final narrative report:
   - Not enough participants were registered for the Optimization of Harbour Master Services training, from 2 to 6 October 2023, so the training was replaced by the Fundamentals of Cybercrime training in Dakar from 27 November to 1 December 2023.
   - The unavailability of experts led to the rescheduling of the Targeting and Control of Risky Transport Vectors training to 23 to 27 October 2023, instead of 20 to 24 November 2023.
   - The Targeting and Control of Risky Transport Vectors training, planned for 10 days, was conducted in 5 days, from 23 to 27 October 2023.
   - The Prevention and Management of Port Crisis training, originally scheduled for 20 to 24 October 2023, was replaced by a session on Dangerous Goods due to expert unavailability.
   - The project initially planned to conduct a single Training of Trainers (ToT) training. However, this was cancelled in 2024 to prioritize Level 2 training on

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[17] See Annex D for the detailed log frame measures.

[18] According to the last logical framework document.

[19] Based on the LoPs shared by ISMI. There is a discrepancy of 4 participants between the interim report of 2023 and the LoPs in the two following trainings: ISPS Code Paragraph 1 (1) and Fundamentals of Cybercrime (3).

[20] According to the last updated logical framework, the target for each training was 25 participants, except for the cybersecurity training (Advanced level), for which the target was 17 participants. The targeted number of training was 12.

[21] Based on the LoPs shared by ISMI.

[22] This number includes the total number of training participants for the three further training programmes between 18 and 30 November 2024, while this report was being written. Discrepancies might take place in the detailed number per training in comparison with the final narrative report.

dangerous goods. This decision was based on the complexity of the topic, making it more urgent and necessary to further develop Level 2 rather than organizing a one-time ToT training.

71. Time constraints and time management, due to the late availability of the funding, posed a challenge that limited the capacity of ISMI and its partners in organizing the training sessions as initially planned. It was one of the factors that hindered performance (EQ 3.1.1.2).
PMAWCA played a vital role in facilitating the selection of port participants, leveraging its institutional mandate within the ports of West and Central Africa. As ISMI's vendor, PMAWCA collaborated closely with the port administrations of the GoG to ensure an effective selection process.

72. According to the Secretary-General of the PMAWCA, which represents the interests of member ports in international organizations, the selection process is quite complex as it requires time to reach the participants. The Director General (DG) must receive a letter from ISMI detailing the desired selection criteria for the candidates. Once ISMI's letter is sent to the DG, it is forwarded to the sectoral director, who reviews it and nominates individuals to participate in the training. Once the participants are designated, the DG's approval is required to authorize the port employee's absence.

73. According to the Secretary-General of the PMAWCA, this selection process is very effective but lengthy and procedural, as port employees are subject to strict discipline and hierarchy. The selection process demonstrates a dual nature. While it effectively identifies the most suitable candidates for training, it also faces challenges due to its complexity and rigidity, particularly within the structured and hierarchical context of port administration.

74. Although the process maintains high standards and discipline, its length and procedural requirements can lead to delays in participant selection and potentially hinder the participation of port personnel, leading to missed opportunities for training and a reduction in the expected number of attendees. Port staff consulted during the field evaluation mission reported having critical work responsibilities or often prior commitments, making it challenging for them to attend training sessions without disrupting port operations. This highlights the need to begin the selection process well in advance of the training sessions to ensure timely participation. This is a lesson learned to mobilize the targeted audience, which involves engaging with the highest port authorities, organizing flight ticket bookings and managing logistical steps, placing considerable responsibility on ISMI.

75. The training beneficiaries occupy key positions within their various institutions linked to the subjects discussed in the training activities. The level of effectiveness of the enrolment process to reach the targeted type of participants is effective.
An analysis of the participant list of the various training events suggests that the recruitment process was **highly effective**, successfully enrolling individuals who typically hold key security positions in ports, often with responsibilities in management, security and operational oversight. These roles include commanding officers, security supervisors, general managers, senior directors for hazardous substances, dangerous goods inspectors, nuclear safety and security inspectors, safety managers, head of departments, maritime monitoring and surveillance officers, and head of legal and regulatory departments.

76. Seventy-eight per cent of survey respondents confirmed that the training fully met their individual learning and work performance needs, while the remaining (22 per cent) stated the training did so to a lower degree (Figure 10).

Figure 10 - Effectiveness of training in meeting individual learning and work performance needs
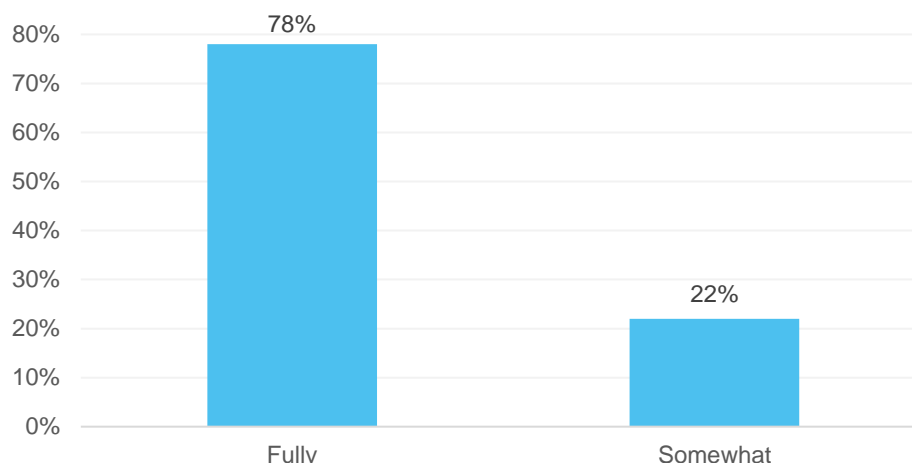
77. One of the key factors that facilitated the implementation of activities was ISMI's credibility as a centre of excellence in the maritime security sector and its strong regional reputation among maritime academies and port personnel. Thanks to its credibility, ISMI can also rely on a wide network of partners with whom it has agreements. This enables the mobilization of high-level expertise, such as through collaborations with the Centre de documentation, de recherche et d'expérimentations sur les pollutions accidentelles des eaux (CEDRE) or the École nationale de cybersécurité à vocation régionale (ENCVR) in Dakar. Furthermore, as mentioned above, the PMAWCA participated in the selection of participants for one training.

Table 3 - Overview of the achievements in comparison to the initial objectives for the first grant: 19 July 2023 to 15 December 2023, as per the logical framework

Indicators	Initial planification 2023	Implementation
Number of training sessions scheduled	8	10
Number of participants	209	190
Number of female participants	30%	21 (11%)[23]
Number of countries involved	12: Angola, Cabo Verde, Côte d'Ivoire, Gabon, Gambia, Guinea, Guinea-Bissau, Liberia, Mauritania, Mozambique, Nigeria and Sierra Leone.	14: Angola, Benin, Cabo Verde, Côte d'Ivoire, Gabon, Gambia, Guinea, Guinea-Bissau, Liberia, Mauritania, Mozambique, Nigeria, Sierra Leone and Togo.
List of training scheduled	1. Optimization of harbour master services, with an opening ceremony before officials and port harbour masters of eligible countries.	1. Training of port security officers on the ISPS Code, para.18.1.

[23] Based on the List of Participants (LoP) shared by ISMI.

	2. Training of port security officers on the ISPS Code, para. 18.1. 3. Training on the management of a terrorism crime scene on board ships. 4. Training on the prevention and management of a port crisis. 5. Training on the management of dangerous goods. 6. Training of port security officers on the ISPS Code, para. 18.2. 7. Training on the fight against marine pollution inside ports. 8. Training on the targeting and control of maritime transport vectors at risk, specifically vessels and containers.	2. Training of port security officers on the ISPS Code, para. 18.2. 3. Training on the targeting and control of maritime vectors at risk, specifically vessels and containers. 4. Training on the management of a terrorism crime scene on board ships. 5. Training on the management of dangerous goods, Level 1. 6. Training on the management of dangerous goods, Level 2. 7. Training on the fight against marine pollution inside ports. 8. Training on nautical driving, Level 1. 9. Training on the fight against cybercrime in the maritime environment.
Cost	**884,274 euros**	**797,237.46 euros**

Table 4 - Overview of the achievements in comparison to the initial *objectives* of the second grant: 21 March 2024 to 31 December 2024, as per the logical framework

Indicators	Initial planification 2024	Implementation
Training sessions scheduled	12	12
Number of participants	292	258 (88%)
Number of female participants	30%	41 (15.8%)[24]
Number of countries involved	19 coastal states of GoG countries.	17: Angola, Benin, Cameroon, Ghana, Cabo Verde, Congo, Côte d'Ivoire, Gabon, Gambia, Guinea-Bissau, Guinea, Liberia, Mauritania, Nigeria, Senegal, Sierra Leone and Togo.
List of training scheduled	1. Combating cybercrime in the maritime environment, Level 2 (6-10 May). 2. Handling of dangerous goods, Level 1 (6-10 May). 3. Administration of dangerous goods, Level 1 (13-17 May).	1. Combating cybercrime in the maritime environment, Level 2 (6-10 May). 2. Handling of dangerous goods, Level 1 (6-10 May). 3. Administration of dangerous goods, Level 1 (13-17 May).

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[24] Based on the LoPs shared by ISMI.

	4. Management of dangerous goods, Level 2 (3-7 June).	4. Management of dangerous goods, Level 2 (3-7 June).
	5. Administration of dangerous goods, Level 2 (22-26 June).	5. Administration of dangerous goods, Level 2 (22-26 June).
	6. Handling of dangerous goods, Level 2 (29 July-2nd August).	6. Handling of dangerous goods, Level 2 (29 July-2nd August).
	7. Handling of dangerous goods carried in bulk, Level 1.	7. Handling of dangerous goods carried in bulk, Level 1.
	8. Civil liability regime in ports for magistrates (11-15 Nov.).	8. Civil liability regime in ports for magistrates (11-15 Nov.).
	9. Cybersecurity for computer operators of maritime institutions, Level 1 (11-15 Nov.).	9. Cybersecurity for computer operators of maritime institutions, Level 1 (11-15 Nov.).
	10. Handling of dangerous goods carried in bulk, Level 1 (18-22 Nov.).	10. Handling of dangerous goods carried in bulk, Level 1 (18-22 Nov.).
	11. Crisis management in case of marine pollution by hydrocarbons, IMO Level 3.	11. Crisis management in case of marine pollution by hydrocarbons, IMO Level 3.
	12. Port facility security audit for the designated authority.	12. Port facility security audit for the designated authority.
Cost	**1,401,472.54 euros (annual budget 2024)**	Implemented as of 20 December 2024: First semester: 719,938.38 euros Second semester: 681,534.17 euros **Total: 1,401,472.54 euros**

78. The analysis of the number of training sessions and the quality of the training sessions highlights a good level of effectiveness.
Initially, ISMI had planned 8 training sessions for 2023 and 12 sessions for 2024. The number of training sessions exceeded expectations with 2 additional sessions being conducted, bringing the total to 22 sessions.
The support provided to the beneficiaries is highly valued by them and aligns perfectly with the project's main objective: to enhance the knowledge and skills of maritime institution personnel to develop and support initiatives that promote safety and security at the ports of their respective countries.

79. The training design and methodology demonstrate strong effectiveness (EQ 3.2.1), with the learning objectives successfully achieved.
The training emphasized the need to apply appropriate approaches to strengthen safety and security at ports and provided participants with the knowledge and skills to effectively manage their ports. The training sessions focused on topics such as the management of dangerous goods, the ISPS Code and shipboard crime scene management, among others. The training sessions included both theoretical and practical sessions. With the theoretical sessions, PowerPoint presentations were used to explain the theoretical underpinnings of the topics that were discussed. The PowerPoint presentations also included images that demonstrated real-world examples of the training subjects, enabling participants to appreciate the issues discussed.

80. These approaches exposed the participants to the technical aspects of managing and strengthening safety and security at ports. When participants were asked about the effectiveness of the training in improving their practical skills to address port security challenges, 93 respondents rated it as extremely effective (35 per cent) or very effective (58 per cent). The remaining participants rated it as somehow effective. The high rating of the variable provided by the participants indicates the extent to which the training activities equipped them with knowledge and skills to implement strategies that will enhance safety at their respective ports.

Figure 11 - Effectiveness of the training in improving participants' skills to address maritime and port security challenges
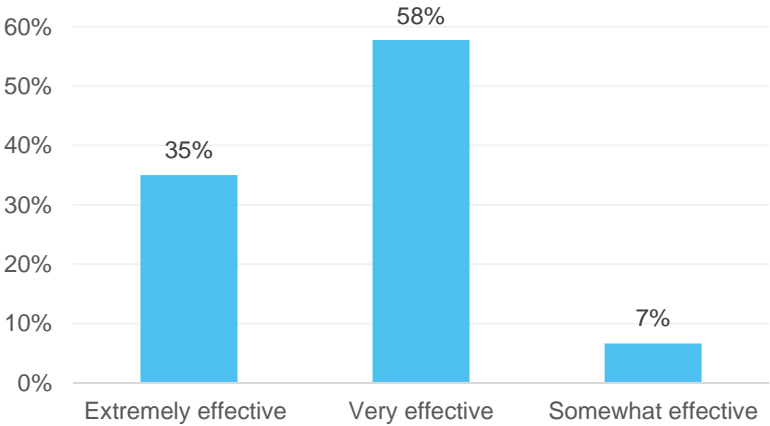
81. When participants were asked to rate the learning objectives, 42 per cent rated them as fully achieved, 49 per cent said they were mostly achieved and the remaining 9 per cent remarked that the learning objectives were moderately achieved (Figure 12). The feedback from the participants shows that the training activities addressed capacity gaps in their line of work, making them appreciate how the knowledge and skills acquired from the training are going to aid the effective management of dangerous goods to enhance safety and institutional strategies that will promote security at their port.

Figure 12 – Participants' achievement of learning objectives
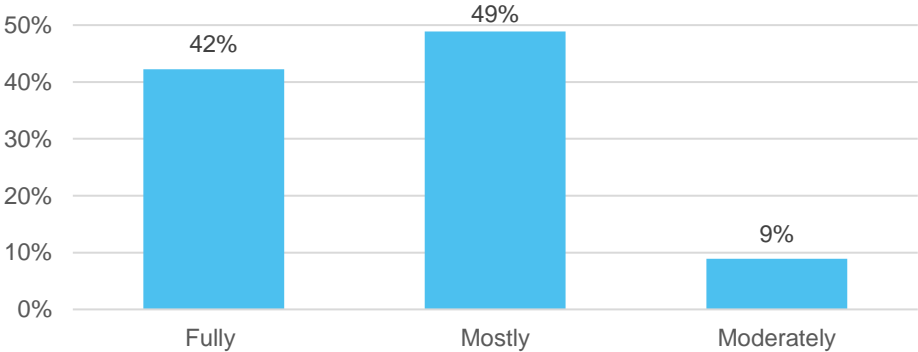
82. A follow-up question was asked to assess how well the training activities prepared participants to address specific port safety and security challenges. In response, 96 per cent of the participants indicated that the training was helpful, with 49 per cent stating it prepared them to a large extent and 47 per cent to some extent (Figure 13).

Figure 13 - Extent to which the training prepared participants to handle specific maritime/port safety and

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security challenges
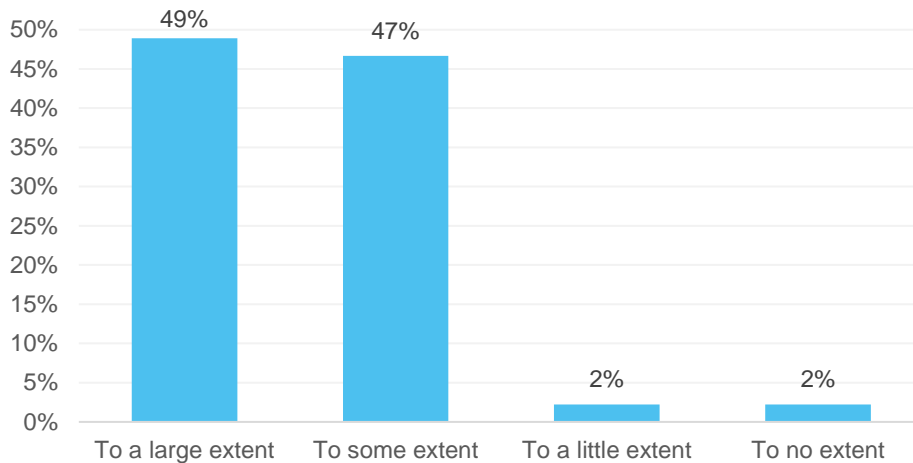
83. Feedback from the beneficiaries also indicates that the training has enhanced the knowledge of participants to enable them to institute measures that prioritize not only the safety of the port but also the health of the workers (Figure 14. Disaggregating by gender, 61 per cent of men indicated that their knowledge was enhanced to a large extent, while only 25 per cent of women selected that response. Only one male and no females indicated that their knowledge was enhanced to a little extent. The training made participants aware of the various risk factors that can impact the health of workers if appropriate preventative measures are not taken. By highlighting both safety and health issues, the training equipped participants with an enhanced understanding of port operations, ensuring that they can identify and mitigate risks that impact not only operational efficiency but also the well-being of workers.

Figure 14 - Enhancement of knowledge and skills by gender
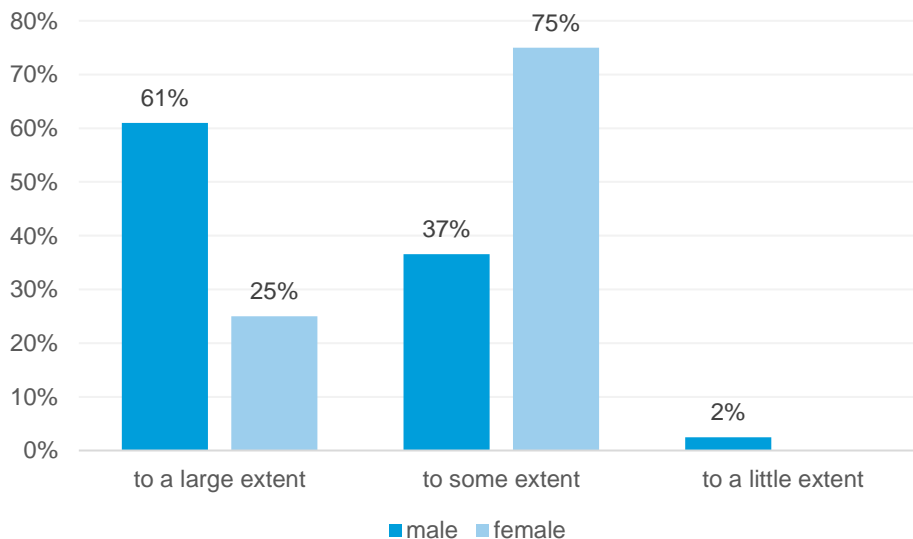
"La gestion des marchandises dangereuse au port de Dakar est appliquée suite aux deux formations de marchandises dangereuses dont j'ai participé cette année 2024." *["The management of dangerous goods in the port of Dakar is being applied following the two dangerous goods training courses I attended this year, 2024."] – Training participant*

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"Reorganização de controlo de acesso às instalçoes portuarias, avalia(çã)o dos riscos e avaliaç avalia[ã]o do plano de segurança." ["Reorganization of access control to port facilities, risk assessment and evaluation of the security plan."] Training participant

84. The 36 per cent growth in participant numbers between 2023 and 2024 demonstrates the effectiveness of ISMI's expanded schedule in enhancing its reach and addressing training needs in West and Central Africa.
The growth rate of 36 per cent in the number of training participants between 2023 (190 participants) and the total for 2024 (258 participants) demonstrates significant progress in achieving the goal of increased outreach of ISMI and to military, police, civilian and port personnel from West and Central Africa involved in maritime operations. This expansion reflects the effectiveness of the extended training calendar in broadening the reach of ISMI's programmes and addressing the capacity-building needs of diverse stakeholders in the region. The increase in participant numbers also indicates strong demand for ISMI's training and underscores its relevance to the targeted audience. Nonetheless, it has to be noted that the logical framework's Outcome 1, "Percentage of increase in the number of beneficiaries as a result of expansion of the training calendar", is considered an output-level indicator as it refers to the number of participants trained by the project and is hence influenced by the project.

85. The evaluation of Outcome 2 of the project's logical framework shows that the training programmes, tailored to the principles of andragogy, have strengthened the capacities and motivation of West African officers.
The evaluation of Outcome 2 indicates that the capabilities and motivation of military and police officers from West Africa engaged in maritime operations have been significantly strengthened. The knowledge tests were designed to assess understanding rather than to rank participants and hence not administered with grades for all events. The test results available suggest that the training was well-received and adapted to the principles of andragogy, fostering engagement and learning among adult participants. However, it shall be noted that UNITAR's completion requirements refer to passing an objective assessment of knowledge, which allows participants to obtain a certificate of completion if passed successfully. In the case of this project, the monitoring data provided counts participants based on attendance and reception of a certificate of participation, which is not aligned with UNITAR's certification policy.

86. The participation rate of women in the Safe Port training sessions is below the 30 per cent target.
Regarding gender equality, ISMI leadership, based on their testimonies, emphasized the importance of female participation and actively encouraged it when requesting nominations for training participants. However, achieving significant female participation remained a challenge, as ISMI does not have control over the nomination process and the port sector is largely male-dominated.

87. For ISMI project management, the rate of female participation reflects the low number of women working in the port security sector within the GoG region. However, a comparison of the figures from 2023 to 2024 (see Tables 3 and 4) suggests an increase of 95 per cent in the participation rate of women in training sessions of the project in 2024 (21 female participants in 2023 and 41 in 2024).

88. The issue of gender equality calls for further consideration to increase this rate and implement a sustainable approach to enhance women's involvement. For ISMI, one potential solution could be the introduction of training sessions specifically designed for women, along with other measures aimed at boosting their engagement in the maritime security sector.

Efficiency

Rating: Satisfactory

EQ 4: To what extent has the maritime safety and security component of the project cost-effectively delivered its results and optimized partnerships through implementing partner arrangements?

89. Overall, the analysis of efficiency-related questions suggests that there is a strong assumption that the project delivered its activities in a cost-effective and timely manner (EQ 4.1.1.1) and that the project's financial resources were utilized as planned (EQ 4.2.1.1).

Delivery of results in optimized partnerships through implementing partners arrangements.

90. One of the biggest challenges for ISMI has been adhering to its initial schedule, which was significantly affected by the late availability of funds (EQ 4.2).
The primary challenge highlighted was the availability of financial resources, which caused a bottleneck of 10 to 11 weeks in implementing the training sessions during 2023 and continued to pose an issue in 2024. Regarding funding, the Project Manager acknowledged the difficulties in ensuring timely delivery of the training, explaining that grant resources are transferred to ISMI only after the donor's funds are received. A review of the payment schedule reveals that the first payment was made one month after UNITAR's signature of the 2023 grant-out agreement and more than one month after ISMI's signature of the agreement. In contrast, the 2024 grant-out agreement payment was made 10 days after ISMI's signature and eight days after UNITAR's signature of the agreement. 2023 coincided with UNITAR's transition to a new financial management system, which led to delays in payments. Reviewing the content and quality of interim narrative reporting can also take some time, particularly when the IP is required to submit a corrected report, which leads to delays in the disbursements of funds and has to be factored in when agreeing on the schedule for implementing activities. This was the case for the interim narrative report of both 2023 and 2024. As mentioned in the Effectiveness chapter, these delays have affected both the availability of participants and that of trainers, specifically for CEDRE, one of ISMI's IPs. For ISMI, the delays have had an impact on logistics costs, as airfares and various logistical expenses are higher when not booked well in advance. Over a two-year period, ISMI was required to produce two interim reports, with the release of funds contingent upon their validation. These procedures further delayed the availability of funds, which is particularly challenging given that a two-year time frame is very short for the implementation of such a project, potentially perceived as a sporadic intervention.

91. The implementing partner, ISMI, applied adaptive management to adjust to implementation challenges (EQ 4.2.2.1).
ISMI demonstrated much flexibility to adjust and find quick solutions when planning of activities was disrupted by external factors. This significantly contributed to the success of the implementation. Based on ISMI's feedback, if they had not filled the gap in numbers at training sessions with local participants from Abidjan in 2023, the total number of participants for the year would have been 160 instead of 190. In general, the review of the budget and expenditure indicates that ISMI successfully reached 93 per cent of its target for participants (448 out of 482 targeted) while maintaining the quality of its training sessions and staying within the allocated budget.

92. Despite time constraints, ISMI and its partners' strong technical expertise and proven

operational capacity successfully ensured delivery of high-quality training.
The expertise mobilized by ISMI and its implementing partners was both accessible and of high quality, meeting beneficiaries' expectations, as confirmed by those interviewed during the field mission (EQ 4.1.2.2). The expertise mobilized was either of a very high regional standard or sourced from specialized organizations, such as CEDRE25 in the sector of maritime pollution and ENCVR in the sector of cybersecurity. Based on feedback from numerous individuals interviewed during the field mission, the trainers demonstrated strong expertise in their subject matter and a deep understanding of the local context. Additionally, while most of the courses were held in Abidjan, others were conducted in locations such as Dakar and Cotonou. Trainers, some of whom were not from the GoG region, were able to successfully tailor the training to the local context thanks to their extensive experience. Based on the testimonies gathered during the field mission, cultural and organizational sensitivity was respected by the trainers.

93. ISMI delivered specialized training aligned with international standards, addressing critical areas such as fundamental knowledge of the ISPS Code, which is essential for ensuring port security.
Specialized training is a key performance indicator for the efficiency of the project, as it demonstrates how effectively resources are used to achieve objectives, enhance beneficiary capacities and address specific needs in maritime security.
Interviews conducted during the field missions revealed that the project provided training aligned with international standards. The training courses addressed critical areas, such as port security, piracy prevention, pollution management and cybersecurity, ensuring that participants acquired fundamental knowledge in these domains.

94. According to the representative of the Permanent Secretariat of the Interministerial Committee for State Action at Sea, interviewed during the field mission in Abidjan: *"We all already have basic training. The Directorate of Maritime Affairs, designated by the ISPS Code, ensures that administrations possess fundamental knowledge. ISMI's contribution enhances capacity-building efforts for the ISPS Code, addressing topics that are encountered in ports worldwide. Our stakeholders must be properly trained."*

95. In rare cases, according to one of the trainers on the management of dangerous goods and transportation session, a few participants did not meet the minimum required level for the training: *"If they are involved in managing dangerous goods, basic knowledge in the field is essential but not always present."* Some interviewees highlighted the potential benefits of offering increasingly in-depth and ultra-specialized training in the future on topics such as the International Maritime Dangerous Goods (IMDG) Code. This would underscore the need to refine participant selection criteria to ensure homogeneous levels of expertise and to establish three distinct levels for these training sessions.

96. The trainers reviewed and updated the ISMI portfolio prior to the delivery of the courses.
Ongoing evaluation and updates to training curricula are essential to ensure programmes remain relevant in the face of evolving threats and advancing technology. Therefore, the evaluators aimed to assess the extent to which the training portfolio was reviewed and updated prior to each session, as regularly updating and adapting training programmes to address emerging challenges is a key indicator of efficiency.

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[25] CEDRE is internationally recognized for its expertise in combating accidental pollution, particularly those involving hydrocarbons and chemical products, and it regularly collaborates with international organizations and governments.

97. The information in the logical framework refers to six training courses that have been reviewed and expanded. According to the ISMI website, ISMI currently has 26 different training courses in its portfolio. The Director of ISMI stated that updates were made regularly in alignment with the scheduled training sessions.

98. Training activities of the implementing partner are based on training needs assessments conducted by key stakeholders, including the ICC, the International Criminal Police Organization (INTERPOL) and UNODC. These assessments aim to identify capacity gaps across the Yaoundé Architecture to guide training institutions in developing relevant capacity-building programmes for maritime professionals.

99. However, while these assessments provide a foundational understanding of any gaps, training institutions need to reassess and update the proposed areas to ensure their content remains current. Some assessments, such as the ICC's, conducted in 2020, may not fully reflect the evolving realities of the GoG maritime space. Considering the dynamic nature of the region and the evolving safety and security challenges, training content must be tailored to address current issues, ensuring participants are adequately prepared to respond effectively. The rapidly changing legal and regulatory framework for port security necessitates regular updates and adjustments to the training portfolio.

100. The training schedule was found to be adequate by most of the survey respondents. One of the criteria used to measure the project's efficiency is the adequacy of the training schedule and time allocation to the training modules. The findings from the evaluation indicate that ISMI utilized the allocated time effectively throughout the training activities. From the survey results, 22 respondents (50 per cent) rated the training schedule as largely adequate, while 20 (45 per cent) considered it as somehow adequate. Only two respondents (5 per cent) selected "to a little extent", indicating their dissatisfaction with the training schedule.

Figure 15 - Adequacy of the training schedule
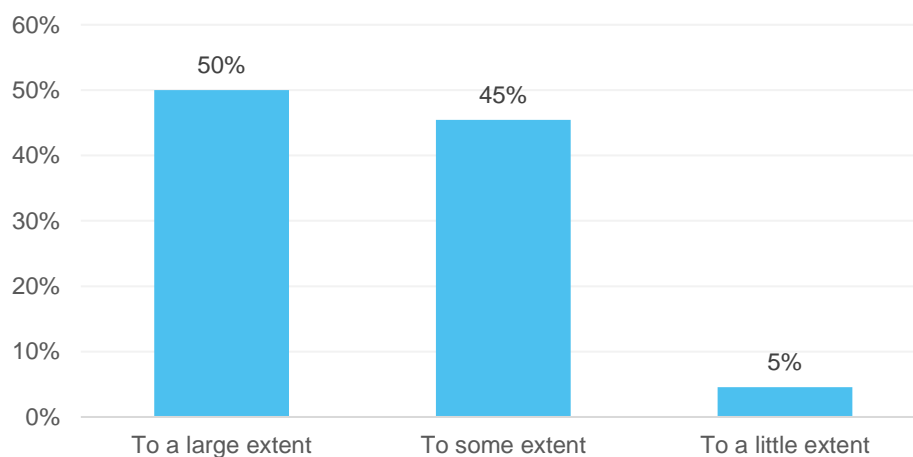
101. Although the training was widely recognized for its benefits, five participants from both interviews and survey responses highlighted the limited inclusion of practical components as an area for improvement. According to one participant, met during the field mission in Abidjan: *"A basic theoretical training is very good, but it should be complemented with practical sessions over several days, if possible."*

102. This feedback highlights a broader challenge: the current five-day duration of the

training. Extending the programme could provide more time to focus on technical and practical aspects, enhancing the overall experience. However, such an adjustment would entail increased costs and logistical complexities. Additionally, it remains uncertain whether participants, considering their professional obligations, would be able to commit to a training schedule that exceeds one week.

103. In terms of balancing lecture time, breaks and practical sessions, 42 respondents (95 per cent) rated the training either excellent or good, while only two respondents (4.5 per cent) rated it fair.

Figure 16 - Balance between lecture time, practical exercises and breaks
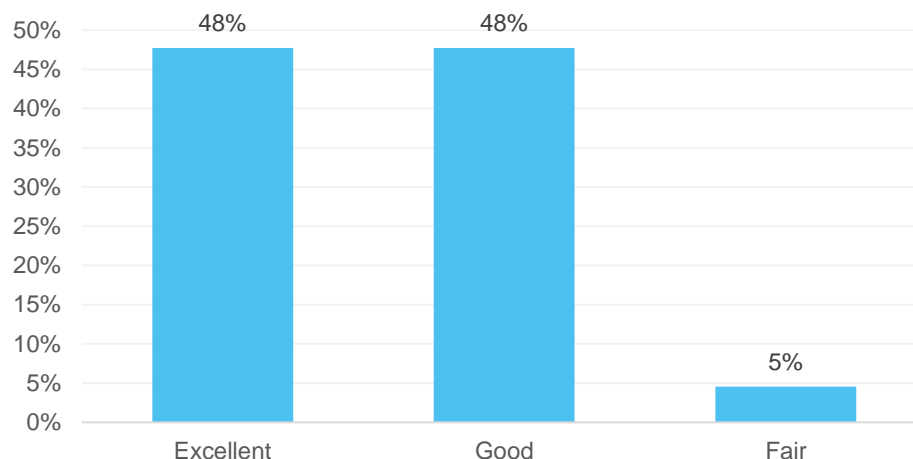
104. The number of countries that participated in the training sessions[26] indicates that ISMI made every effort to stay aligned with the initial project document, particularly by maintaining its regional approach in implementing the project activities.
This regional approach is costly, as it involves significant logistics to transport and accommodate participants for the training sessions and sometimes requires extensive formalities for nationals of certain countries. A highly positive aspect of the project's implementation, according to ISMI's partners, is that ISMI consistently strives to remain aligned with technical solutions that provide value for money. The focus on efficient fund management is greatly appreciated by many stakeholders.

105. The implementation arrangements are cost-effective, with the implementing partner's management team contributing to resource optimization (EQ 4.1.2.3).
Most of the training sessions were conducted at ISMI's headquarters, which offers extensive facilities capable of supporting both theoretical and practical training. Participant feedback regarding the logistical arrangements has been largely positive, indicating overall satisfaction with the logistics provided.

106. UNITAR's management team demonstrated strong performance in managing the project and working with ISMI. A monitoring team was in place to closely monitor the project's progress.
Regarding monitoring mechanisms, the Project Manager noted that field visits were conducted to ISMI, along with maintaining regular communication with ISMI. In 2023, the UNITAR project team visited Côte d'Ivoire for monitoring purposes and another field visit was organized to the institute early in 2024. Throughout the project's implementation, excellent collaboration was highlighted between ISMI and UNITAR,

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[26] See Tables 3 and 4.

with ISMI being recognized as a role model for IPs. However, the project team did not provide ISMI with a detailed briefing on UNITAR's policies related to certification, evaluation and its quality assurance framework, which are also applicable to training events implemented by implementing partners. This led to a misalignment of ISMI's post-training questionnaires with UNITAR's organization-wide values relating to overall usefulness, job relevance, newness of information and intent to use, and resulted in a lack of certificates of completion being issued and recorded.

107. UNITAR and the project ensured excellent visibility for the donor, who expressed satisfaction with working alongside UNITAR and was highly pleased with ISMI's overall performance.
Good cooperation was noted between UNITAR, ISMI and the German counterparts. When interviewed, the adviser from the GFFO who specializes in police cooperation expressed their satisfaction with the partnership, stating: *"We are very happy to have been working with UNITAR on this project as partners. The collaboration has been very smooth. UNITAR is always on time, in terms of reporting, and they are well-versed in the rules regarding budgeting and spending. We are also very pleased with ISMI's involvement. UNITAR brings several benefits to the table: as a relatively small organization, they are easier to work with compared to larger organizations and we can still influence the project's direction. Additionally, German visibility within the programme is high, supported by social media coverage and events."* The German Embassy in Abidjan was regularly updated on the progress of the project implementation.

108. Ninety-seven per cent of the budget was executed as per the interim financial report from 12 September 2024.
Total funds received until 14 September 2023 were $**4,712,779.31.** Until 31 December 2023, total funds spent were $**4,558,934.92**, representing 97 per cent of the funds received for all project components.

109. Eighty-seven per cent of the total expenditure, for both project components, was used on direct activities, primarily through grant-out agreements to ISMI, representing 84 per cent of the total expenditure. Other budget lines include project support costs (6.5 per cent), staff costs for knowledge content development (6 per cent) and operating expenses (0.5 per cent) (Figure 17).

Figure 17 - Distribution of expenditure of the project as per the Interim Financial Report
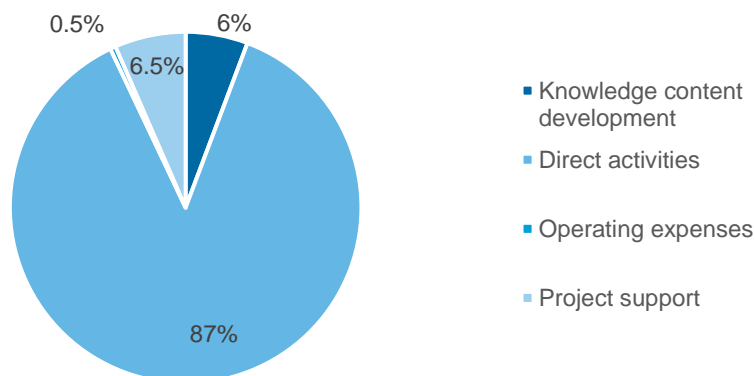
110. When looking more specifically at ISMI's financial execution, under the 2023 grant-out agreement, 90 per cent of the budget was executed. When looking at budget lines and execution by training, it was noted that costs related to transportation, lunch for participants and a video projector were overspent under the 2023 grant while communication and translation fees were executed as planned.

111. Under the 2024 grant agreement, 100 per cent of the budget was executed according to the final financial report. The expenditure budgeted for the first semester was executed by 98 per cent and the second semester budget was executed by 102 per cent.

112. The project successfully integrated environmental considerations into its activities (EQ 4.4.1). However, gender participation remained a challenge throughout the implementation of the project (EQ 4.3.1.1).
The project successfully integrated environmental content and practices into the training provided to maritime and port personnel, with the majority of the courses incorporating environmental issues into their curricula. However, gender equality was not integrated specifically into course content and remains a significant challenge in the sector, as highlighted by the participant demographics in the training sessions. Achieving gender equality must also consider the training environment, cultural context and other influencing factors to ensure an inclusive and effective approach.

Likelihood of Impact

Rating: Satisfactory

EQ 5: What are the potential cumulative and/or long-term effects expected from the project, including contribution towards the intended impact and intermediate outcome, positive or negative impacts, or intended or unintended changes?

113. A noticeable change in behaviour and practices among beneficiaries has been observed following the training, driven by the high level of participant ownership (EQ 5.1.1.1), as the skills acquired are directly applicable to their daily operations. As a result, the improved knowledge and skills of maritime and port personnel in managing risks and hazards associated with relevant cargoes in ports have significantly enhanced their capacity to ensure safer and more efficient operations (EQ 3.3.1.1).
Although it is still too early to measure the long-term impacts of the project, particularly because its lifespan is only two years, the project is already showing noticeable immediate effects by building the capacities of port stakeholders on maritime security issues. Application of knowledge and skills are immediate because the project has been able to strengthen the capacity of port stakeholders through training on: the ISPS Code; managing dangerous goods; management of maritime crime scenes; and craft navigation.

114. One of the programme's effects on maritime institutions and port authorities is the establishment of necessary mechanisms for the domestication of key international maritime and labour conventions, such as SOLAS, the United Nations Convention on the Law of the Sea (UNCLOS), ISPS, etc.

Figure 18 - Extent to which the project enhanced participants knowledge in port safety and security
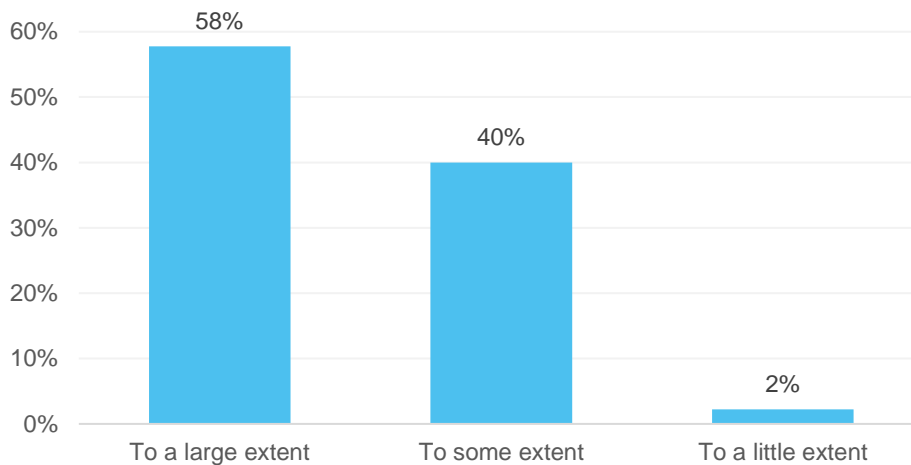
115. Ninety-five per cent of survey respondents confirmed application of knowledge and skills (Figure 19). Disaggregating by gender, 75 per cent of female respondents confirmed application (1 respondent did not) as did 98 per cent of male respondents (1 respondent did not). Given the small number of female participants, and hence survey respondents, the different application rate for men and women only relies on a very small sample of female respondents. Three women applied knowledge and skills, one did not. Forty men applied knowledge and skills, one did not. During the feedback session of the Management of Dangerous Goods Training, a participant stated: *"I learned so much about handling dangerous materials, such as coal, and with this training, I can now apply several safety strategies. We have been loading clinker without wearing a mask, not knowing that this could be detrimental to the drivers' health. After this training, I am going to make sure that all the drivers in our section wear masks all the time."*

Figure 19 - Participants' application of knowledge and skills
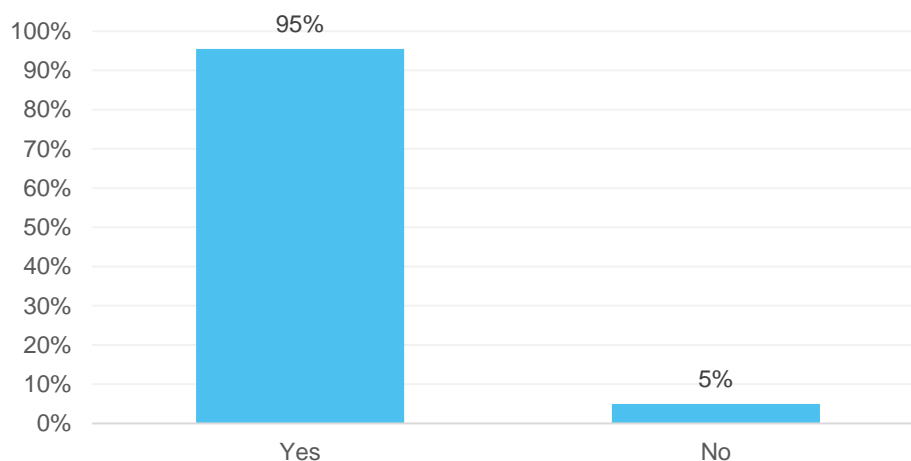
116. During the feedback session on the Handling of Dangerous Goods training in November 2024, an attendee stated: *"We have been involved in handling operations for 20 years but we never truly had the opportunity to fully understand the difficulties and dangers we have faced until now. We promise that, from this day forward, the risks we have taken and the harmful consequences we have experienced will no longer occur in our operations, thanks to the knowledge and expertise we have gained during this course."*

117. For another participant, met in Dakar, the feedback was similarly positive: *"This training has greatly enhanced our understanding and capabilities in managing dangerous goods. It has provided us with practical tools and a broader perspective to address the challenges we face in our roles."*

118. According to Le Secrétariat Permanent du Comité Interministériel de l'Action de l'État en Mer (SEPSIM-AEM), met during the field mission in Abidjan: *"All capacity-building efforts directly impact the performance of personnel and, consequently, the overall performance of the port. A secure port boosts its reputation and attracts increased traffic."*

119. These testimonials confirm contribution to the overall goal of the programme and reinforce the idea that the project's theory of change is both valid and applicable. As a reminder, the project's ultimate aim is to protect the port and maritime economy from security vulnerabilities through expanded access to high-impact training for military, police, civilian and port personnel (both men and women) from West and Central Africa, and beyond, which is the ultimate outcome.

    "La visite de la police scientifique à Abidjan m'a appris que la vidéo surveillance de la Police peut nous aider à retracer les fait d'une infraction sur le domaine portuaire. La formation m'a également appris à mieux surveiller le stockage des marchandises dangereuses sur le domaine portuaire." ["The visit of the police in Abidjan taught me that police video surveillance can help us to investigate an offence on the port area. The training also taught me how to better monitor storage of dangerous goods in the port area."] Training participant

120. However, in terms of impact, SEPSIM-AEM noted that, with 1,400 personnel at the Port of Abidjan, the sample size of training participants per country remains relatively small, involving only a limited number of people. To address this, they emphasized the need to increase the number of beneficiaries to ensure a more representative sample. It is important to note that the number of beneficiaries is largely determined by the availability of funds and the time frame for implementing the training courses. To maximize impact, a strategic focus on training senior and middle management levels is essential, as these participants can effectively disseminate knowledge to operational personnel, ensuring broader reach and sustainability of the training outcomes.

121. The project has increased awareness of maritime security challenges in the ports of the GoG.
    Through its training and workshops, the project has raised awareness of maritime threats in the GoG, including piracy, illicit trafficking and marine pollution. This awareness is critical for developing effective prevention and response strategies. This increased awareness encourages national and regional authorities to review and strengthen their legal and regulatory frameworks to address these challenges effectively. The Head of Security and Environmental Protection at the Port of Dakar, who participated in the training on the management and transportation of dangerous goods, observed: *"Dangerous goods will always transit through ports. It was a great opportunity to benefit from this course; it gave us a new perspective. I handle bulk dangerous goods and I am now more vigilant regarding their handling."*

    A training participant also stated: *"Dans mon travail quotidien j'ai créé une fiche de renseignement en cas de pollution et j'ai proposé à ma hiérarchie le matériel nécessaire dont nous avons besoin pour lutter efficacement contre la pollution marine et enfin j'ai fait des séances d'exercice de simulation de pollution afin d'être prêt en cas de sinistres." ["In my daily work, I created a pollution information sheet and suggested to my superiors the necessary equipment we need to effectively combat marine*

pollution and, finally, I conducted simulation exercises about pollution to enable us to be prepared in case of any accidents."]

122. Within the short implementation time frame, it might be too ambitious to assess the number of ports that have implemented or modified their security plans as a result of the training programme. It is even more challenging given that the baselines and target effects in the logical framework were not precisely defined at the start of the project. However, various sources indicate that the project has had a significant impact on national policies.

     Two years is a relatively short period for a project aimed at strengthening port security. Structural changes, such as the adoption and implementation of new regulations or the transformation of institutional practices, often require more time to be fully realized. However, the project analyses and various testimonials lead us to believe that it contributes to policy development by encouraging governments to formalize port security standards and regulations. Strong legal and regulatory frameworks ensure that the project's objectives remain a priority. Changes to regulations and practices represent observable changes resulting from the implementation of the project (EQ 5.2.1.1). The capacity-building sessions had a direct impact on port stakeholders by educating and training them on international standards, enhancing the enforcement of existing regulations and helping to identify legal gaps that require attention.

123. The Head of Maritime Regulations at the Ministry of Transport in Cameroon stated: "*One key takeaway from the training is the management of dangerous goods. Currently, Cameroon does not have any legislation to guide the management of hazardous goods. We had insight on how to address this issue by developing national legislation and the good thing is that we have proposed this to the government, and a committee has been set up to look into this issue. In Douala, for instance, there is a township very close to the port, and if dangerous goods are handled poorly and cause an explosion, we all know the impact it will have on the nation, both socially and economically. That is why this training is important in helping us to develop this legislation to avoid such a situation.*"

124. In Dakar, a key informant, shared his experience*: "Cyanide was not initially classified as a sensitive product at the Port of Dakar. However, I learned that the Ivorian's had classified it as such. When I evaluated the potential damage cyanide could cause, it became clear that it should indeed fall under Class 1. We reported this to our superiors and the information was then forwarded to the Ministry for a decision. The Director General can make a provisional decision, but it must be based on an administrative circular, which in turn relies on a law or regulation. Regarding cyanide, the information has been escalated, and the appropriate action needs to be taken."* As the IMDG Code, which is indeed a critical framework for the safe management of maritime transport involving dangerous goods, is updated every two years by the IMO, Senegal's adoption of these updates reflects its commitment to adhering to international standards and enhancing maritime safety.

125. A key informant shared with the experts: *"The ISMI training sessions conducted under the Safe Port project have enabled us to finalize the drafting of the 'Decree on the Regulation of the Transport of Dangerous Goods in Ivorian Waters and Ports,' completed in February 2024. In Côte d'Ivoire, we do not have a specific legal framework regulating the management of dangerous goods. Instead, only the port's regulatory policies govern the transportation and handling of dangerous goods. We urgently needed more in-depth knowledge to draft this decree. Before the training, we had initiated a draft regulation on the handling of dangerous goods but it was not well developed. When my team participated in the training on managing dangerous goods,*

they gained the knowledge necessary to incorporate it into the draft regulation. This draft is now awaiting adoption by the government. It represents significant progress in strengthening our legal framework."

126. This advancement in national policy is also confirmed by two survey respondents from Liberia and Cameroon:
"(The training) led to the drafting of a new policy on handling dangerous goods, which, when adopted shortly, will lead to the port authority's direct involvement in enforcing the IMDG Code and the International Maritime Solid Bulk Cargoes (IMSBC) Code in all our ports, unlike the current regime, which does not allow this."

"Recently, I have conducted a national interministerial committee charged with the elaboration of national legislation for the management of dangerous goods, and the idea and vision spanned from the training."

127. The regional approach adopted by the project has been a key factor in facilitating the exchange and adoption of best practices among port stakeholders in the GoG region (EQ 5.2.1.2).
The significant number of participants from different GoG region countries highlights ISMI's commitment to an inclusive approach, actively engaging a broad representation of professionals from the area. In 2023, participants in the training sessions came from 14 countries within the GoG and, in 2024, participants came from 17 countries (Tables 3 and 4). These numbers support the conclusion that ISMI maintains a strong regional approach.

128. The regional approach adopted by the project has proven to be highly effective and is a cornerstone of its design. By fostering collaboration and knowledge-sharing among port personnel from various countries in the GoG, this approach enables the exchange of best practices, a critical factor in enhancing port operations and security. Furthermore, the regional approach aligns directly with the project's learning objectives, which aim to build a cohesive network of skilled professionals capable of addressing common challenges and promoting uniform standards across the region. This strategy not only strengthens individual capacities but also contributes to regional harmonization and the development of collective solutions, thereby amplifying the overall impact of the project. Many participants highlighted the benefits of this regional approach. This approach could even serve as a gateway for broader reforms in legal and regulatory frameworks.

129. Regarding the exchange of best practices, the project functions as a peer evaluation mechanism. The officer in charge of handling dangerous goods at the Port of Dakar said: *"I noticed many gaps at the Port of Abidjan. In Dakar, we have 178 hectares and 187 specialized agents, while they manage over 300 hectares with only 60 personnel. I noted all the gaps and passed my observations to officials at the Port of Abidjan. They need to adjust their operations based on proportions. Not all of their centres are operational. There is a significant gap between the ports of Dakar and Abidjan regarding dangerous goods regulations. Harmonization is necessary as we share borders and are interconnected. For example, some classes of goods that are considered sensitive in Abidjan are not taken into account in Dakar. Similarly, there are classes not even recognized at the Port of Cotonou that are acknowledged in Abidjan and Dakar. The training, which is somewhat focused on what happens at the Port of Abidjan, helped spark debate and allowed everyone to understand what happens in other countries."*

130. The project significantly strengthens the coordinated response of various actors

involved in port security through its regional approach.

Through its training programme, the project ensures that all participants in capacity-building initiatives share a common vision, which is a key objective. This underscores the strategic value of its multi-stakeholder approach. According to SEPSIM-AEM, consulted during the field mission in Abidjan, the project has had a profound impact due to its emphasis on collaboration among stakeholders. Given that port security management involves a diverse array of actors, including port authorities, customs, security services and private companies, the project fosters a **collective and coherent response** to security threats by uniting these parties. The initiative promotes a **shared vision** among stakeholders, ensuring a unified understanding of challenges and solutions. This alignment reduces inconsistencies in the implementation of security policies and supports the establishment of a **common language and shared processes**. These elements are critical for fostering an effective, timely and well-coordinated response to potential threats. The project has fostered collaboration among 19 coastal ports in the GoG region, involving a variety of civil and port stakeholders. This synergy enhances regional cohesion in port safety and security, and strengthens the harmonization of procedures. This could lead to the development of common regulatory frameworks or revisions of national legislation for better regional alignment.

131. The factors that hinder the contribution of the project to improving maritime security in the GoG are the limited scope of training and the lack of post-training follow-up.

Despite the increased outreach of ISMI of 36 per cent, the number of participants trained remains small compared to the total port personnel in each country due to funding and time constraints. This limits the dissemination of knowledge and practices learned across the region's ports. The Director of the Port of Dakar observed: *"We want more port officers to be trained in safety and security. So far, primarily specialists have been trained but it is now crucial that the officers in charge are also trained. Level 1 training is highly appreciated and should be expanded. The project should have two components: firstly, on-site training targeting lower-level categories; and secondly, advanced training sessions with experts coming to Dakar to share their expertise. It is crucial to broaden the scope of competencies for port officers and to prioritize safety to ensure strong leadership for the Port of Dakar."*

The absence or limitation of on-site follow-up mechanisms after the training makes it difficult to assess the extent to which the skills acquired have been integrated into the participants' daily practices. Follow-up initiatives are also defined by the availability of funds. Networking amongst peers and the creation of WhatsApp groups amongst participants are also follow-up mechanisms and were deployed by the project. However, several people interviewed during the evaluation said that one-off workshops are insufficient and that long-term capacity-building requires follow up training, refresher courses and on-the-job coaching.

132. One of the unexpected outcomes of the training is its contribution to participants' career progression, equipping them with advanced skills, certifications and opportunities that enhance their professional growth.

By providing advanced skills, certificates and knowledge aligned with international standards, the training enhances participants' professional profiles and readiness for greater responsibilities. It also increases visibility, boosts confidence and opens networking opportunities, enabling participants to take on leadership roles. This highlights the added value of the programme, as it not only improves operational efficiency but also supports individual career growth in the maritime and port sectors.

Figure 20 - Contribution of training to participants' career progression
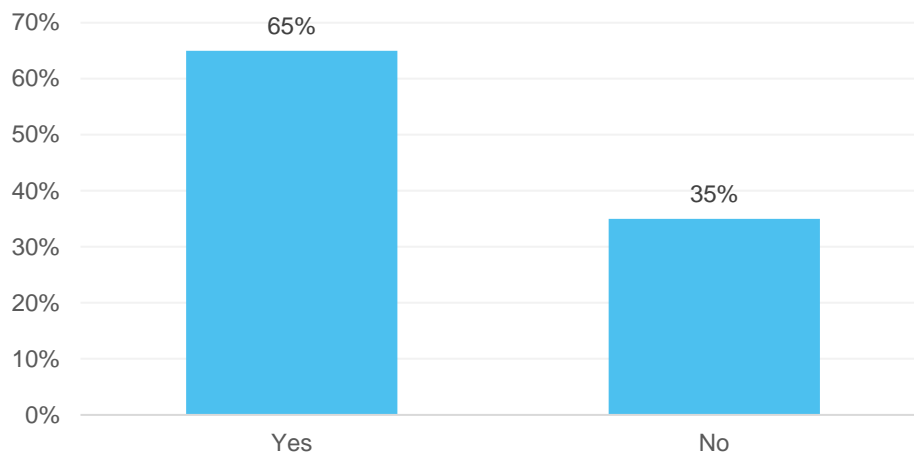
Likelihood of Sustainability

Rating: Satisfactory

EQ 6: To what extent are results of the project's maritime safety and security components likely to be sustained in the long term? How is environmental sustainability addressed in the project?

133. The project presents several elements of sustainability, notably because it is a capacity-building initiative focused on the transfer of knowledge and the development of sustainable skills. Sustainability of the project's results for the next 5 to 10 years is expected, based on the results of the survey.
The trained personnel and institutions have demonstrated the capacity to sustain the progress achieved through the project without the need for continued external support. Participants acquired key skills, such as mastery of the ISPS Code, the SOLAS Convention, the Search and Rescue (SAR) Convention, the International Convention for the Prevention of Pollution from Ships (MARPOL), the Facilitation of International Maritime Traffic (FAL) Convention, International Labour Organization (ILO) Conventions, the IMDG Code and other international frameworks, which are expected to be consistently applied and remain valuable for many years to come. In addition, educational materials were distributed at the end of the training sessions which are being used by the participants and will serve as a "reference guide" over the years.

134. The main factor influencing the achievement of the project's sustainability (EQ 5.2.1.1) is the strong ownership of the knowledge acquired by the beneficiaries. The beneficiaries of the training are very enthusiastic about sharing their new knowledge with their colleagues, as suggested by the survey results where 95 per cent of respondents stated they have shared knowledge with colleagues (Figure 21).

135. Another factor influencing sustainability is that the trainers have demonstrated great availability by supporting the participants through the WhatsApp group, going beyond their contractual obligations. For the students, this is excellent practice as it allows them to stay connected with their instructors and occasionally present issues for guidance.

Figure 21 - Sharing of knowledge with colleagues and supervisees

Figure 21 - Sharing of knowledge with colleagues and supervisees
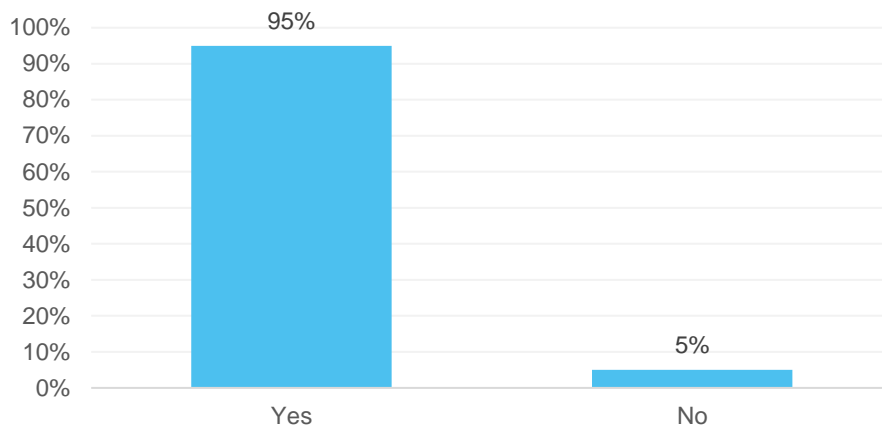
136. Also, 98 per cent of respondents confirmed that they intend to continue using the knowledge and skills learned during the training.

Figure 22 - Intention to continue using the acquired knowledge and skills
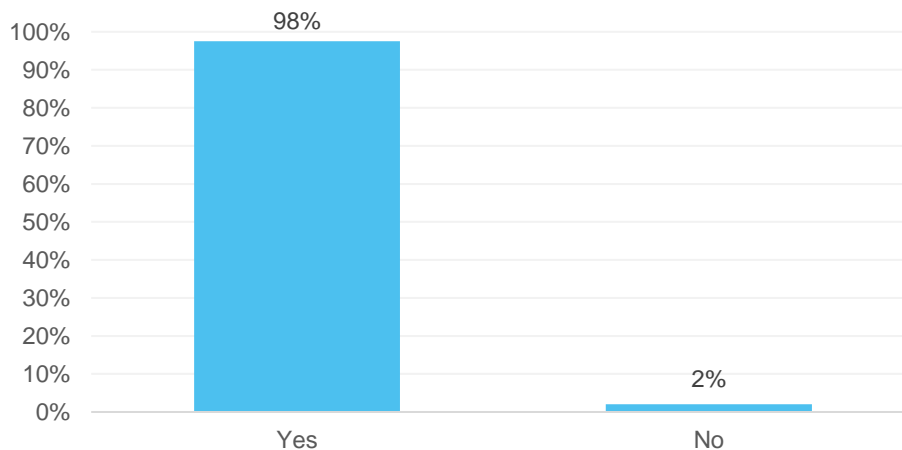
137. The staff turnover rate in ports in the GoG is generally low, especially for technical and management positions which require specialized expertise with specific skills that are not easily found on the job market.
Changes in key personnel within ports can impact the continuity of established practices. However, the beneficiaries' strong commitment to remaining in their roles within their respective institutions serves as a key indicator of sustainability. The evaluation team assessed the project's sustainability by examining the beneficiaries' willingness to continue in their roles within their respective institutions.

138. Survey results revealed that 75 per cent of the participants intend to maintain their positions in the long term, while 15 per cent plan to stay in their roles for the medium term. A small percentage (5 per cent) indicated plans to remain in their roles for the short term or to change positions soon (Figure 23). Additionally, the average age of respondents was 41, suggesting that they have several years of active service before retirement. A high percentage of participants intending to remain in their roles, coupled with their average age, indicates that the knowledge and skills acquired from the training will likely be utilized over an extended period. This continuity enhances the potential for sustained improvements in port safety and security practices within their institutions. Additionally, their long-term engagement provides an opportunity to mentor

and train their current and prospective staff, further increasing the project's impact and contributing to its overall sustainability.

Figure 23 - Beneficiaries intention to continue to work and maintain roles in the maritime sector
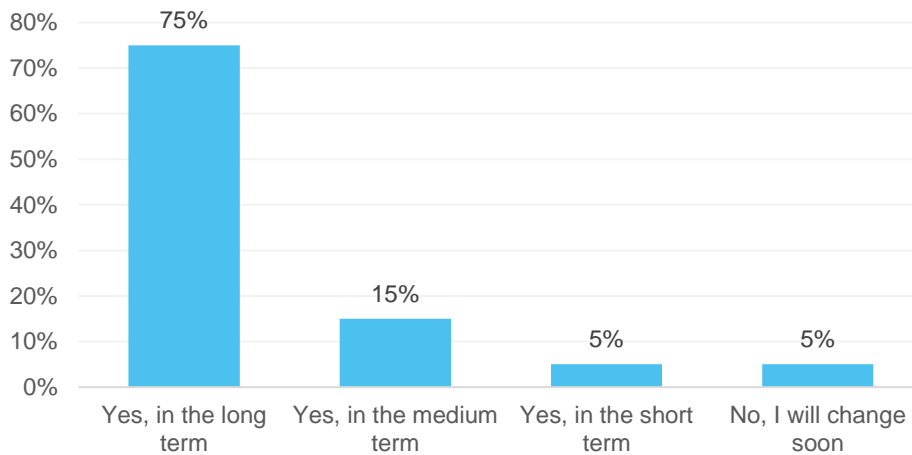
139. One of the factors that does not favour the sustainability of the programme is the rapid evolution of the legal and regulatory framework in port security.
Laws and regulations related to maritime security, such as the ISPS Code, the SOLAS Convention or cybersecurity requirements, are frequently updated to address new threats, such as piracy, terrorism and cyberattacks, as well as technological advancements. These changes can render some of the knowledge or practices taught obsolete if they are not regularly updated, as the examples below show:

1. **Cybersecurity:** The recent integration of measures to prevent cyberattacks in the ISPS Code requires port security personnel to continuously update their skills.
2. **Environmental Standards:** Frequent amendments to the MARPOL Convention to reduce ship emissions require ports to quickly adapt, including investing in costly infrastructure, such as wastewater reception facilities.
3. **National Regulations:** In some countries, local laws evolve faster than the capacity for training or adaptation of port infrastructure, creating gaps between regulatory compliance and actual practices

140. The existence of local specialized expertise in the region could play a crucial role in significantly enhancing the sustainability of the project.
While the project has significantly strengthened the capacity of a large number of participants, the question of sustainability arises as to whether it has successfully generated strong local expertise capable of adapting to and addressing evolving laws and regulations, as well as ensuring the transfer of knowledge to port personnel. It was suggested by several members of the maritime institutions consulted to create a pool of regional experts who could, beyond the lifespan of the project, continue to train port personnel in the region in situ, using an endogenous approach. This approach would be highly relevant, especially since, for the time being, ISMI cannot rely on immediate funding from the GFFO, which is currently facing budgetary constraints, to continue the project and further develop ToT programmes.[27] This uncertainty highlights the importance of diversifying funding sources and strengthening local autonomy to ensure

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[27] The current situation, marked by budgetary constraints due to the German elections and government formations, limits the ability to support the expansion of the Safe Port project. Although the project is considered a priority for continuation, the lack of funding hinders any immediate action.

the continuity and sustainability of initiatives like the project. The project initially planned to conduct a single ToT training. However, this was cancelled in 2024 to prioritize Level 2 training on dangerous goods. This decision was based on the complexity of the topic, making it more urgent and necessary to further develop Level 2 rather than organizing a one-time ToT training. This suggests that a structured and continuous ToT programme would be highly beneficial if the project continues beyond 2025.

Conclusions

Relevance

141. The findings suggest that the project is **highly relevant.** It aligns well with the 2030 Agenda for Sustainable Development, UNITAR's 2022-2025 Strategic Framework and GFFO's Policy Guidelines for Africa. The project effectively meets the needs of both the training participants and the beneficiary maritime institutions in the GoG, addressing key priority areas for intervention. There is an opportunity for the project to address participants' unmet needs, and emerging global security trends and regulatory frameworks. Support for gender equality and women's empowerment is somewhat limited as the project recorded low participation of women in training activities. This is primarily due to the small number of women holding positions relevant to the training. The maritime and safety component of the project aligns with the evolving regional and international context by addressing critical gaps in port safety, as evidenced by severe incidents in GoG ports.

Coherence

142. The desk review indicates that several projects funded by the EU have focused on capacity-building in the same thematic areas but most of them concluded in 2023, aligning with the launch of the project's activities. Among these, the WeCAPS project is the most comparable to the project in terms of objectives, as both aim to strengthen the capacities of maritime port stakeholders and institutions, although their approaches differ significantly. The evaluation concludes that the level of coherence is **satisfactory**, as the project has effectively stepped in to address the gap left by the conclusion of these interventions, which pursued similar objectives.

143. At a bilateral level, the project also aligns with initiatives from individual states, such as the US, France and Italy, which share the same goal of enhancing the skills of port personnel in the GoG region. However, there is currently no centralized mechanism to coordinate or share information about the training provided to port personnel through these various interventions, highlighting a gap in coordination among these projects.

Effectiveness

144. The project achieved most of its intended outcomes and outputs, despite having to make adjustments to address external challenges, such as the limited availability of trainers and participants. However, delays in funding led to time constraints that affected the ability of ISMI and its partners to conduct the training sessions as initially planned. Nevertheless, the participant recruitment process was highly effective, attracting individuals in key port security roles with responsibilities in management, security and operational oversight. The analysis of the number and quality of training sessions demonstrates a **satisfactory** level of effectiveness, with 22 sessions conducted, despite cancellation of the ToT, and a total of 448 participants trained out of an initial target of 482, achieving a 93 per cent implementation rate. However, the participation rate of female participants was lower than the targeted 30 per cent. The outcome indicators in the logical framework were not formulated or measured correctly,

and alignment with UNITAR policies on certification and evaluation was lacking. The training design and methodology proved to be highly effective, successfully meeting the learning objectives.

Efficiency

145. The available indicators and analyses conducted suggest that the efficiency of the project has been **satisfactory**. One of the key challenges faced by ISMI was adhering to its initial schedule, which was notably impacted by delays in funding availability. To address these challenges, the IP employed adaptive management strategies to navigate the complexities of implementation. Despite the time constraints, ISMI and its partners demonstrated strong technical expertise and operational capacity, successfully delivering high-quality, specialized training. These sessions were aligned with international standards and focused on critical areas, such as foundational knowledge of the ISPS Code, which plays a vital role in ensuring port security. The ISMI training portfolio was carefully reviewed and updated by the trainers prior to the courses, ensuring its alignment with the programme's objectives. Additionally, the training schedule was considered suitable by the majority of respondents in the survey, which was conducted as part of the evaluation process. The participation of multiple countries (19) in the training sessions reflects ISMI's commitment to aligning with the objectives outlined in the initial project document, particularly by upholding its regional approach to implementing the project activities. Despite an effective selection process, the participant selection process lacks criteria to ensure homogeneous levels of expertise and to establish three distinct levels for the training sessions instead of the current two.

146. Furthermore, the programme's implementation arrangements have demonstrated cost-effectiveness, with the management team of the implementing partner playing a key role in optimizing resources. The UNITAR management team demonstrated commendable performance in overseeing the project in collaboration with ISMI. A monitoring team was actively engaged in tracking the project's progress. Both UNITAR and the project management ensured strong visibility for the donor, who expressed satisfaction with the partnership and was particularly impressed with ISMI's overall performance. The project successfully incorporated environmental considerations into its activities. However, ensuring balanced gender participation remained a challenge during the implementation of the project.

Likelihood of impact

147. The findings indicate that the project has generated **satisfactory** signs of impact. A significant shift in behaviour and practices has been observed among beneficiaries following the training sessions, driven by their strong sense of ownership, as the skills acquired are directly applicable to their daily operations.

148. The project has also significantly increased awareness of maritime security challenges in the ports of the GoG. However, given the limited implementation time frame, it remains ambitious to assess the number of ports that have implemented or revised their security plans as a direct outcome of the training. This assessment is further complicated by the absence of clearly defined targets and metrics in the project's initial logical framework. Nevertheless, various sources suggest that the project has had a meaningful impact on shaping national policies. The regional approach adopted by the project has been instrumental in promoting the exchange and adoption of best practices among port stakeholders in the GoG. This approach has notably strengthened the coordinated response of various actors involved in port security across the region. The factors limiting the project's contribution to enhancing maritime security in the GoG

include the relatively narrow scope of the training sessions and the absence of a structured post-training follow-up mechanism. An unanticipated but positive outcome of the training has been its significant contribution to participants' career advancement by equipping them with advanced skills, certifications and opportunities.

Likelihood of sustainability

149. The project exhibits **satisfactory** sustainability elements, particularly as it is focused on capacity-building. Over the course of two years, participants have acquired essential skills that are expected to be consistently applied and retain their value well into the future.

150. The staff turnover rate in ports across the GoG is generally low, particularly in technical and management positions, which positively contributes to the sustainability of the programme. The training beneficiaries have demonstrated great enthusiasm in sharing their newly acquired skills with colleagues who were unable to attend the training sessions, further extending the reach and impact of the programme.

151. However, one challenge to the sustainability of the programme lies in the rapid evolution of the legal and regulatory framework for port security, which necessitates continuous adaptation to remain effective. Therefore, the gains of the project could diminish over time if the project's activities are discontinued. The presence of local specialized expertise in the region offers considerable potential to strengthen the sustainability of the project through ToT. However, realizing this potential requires a focused and strategic approach. Given the relatively short duration of the project's implementation, it is recommended to extend programme activities to establish a strong pool of highly skilled regional experts. These experts would be readily available to contribute to long-term impact and foster endogenous capacity-building within the ports.

Recommendations

The priority of recommendations implementation is indicated in brackets: **short, medium and long term.**

1. On training relevance (short term)

UNITAR, in collaboration with its partners, should provide and regularly update training on topics that were found to be relevant to participants' needs and in line with global security trends and regulatory frameworks. These could include:

a) Increasing cybersecurity training, as this area is critical for ports to meet evolving technological requirements. There is a need for more comprehensive coverage of this training to ensure the preparedness of ports to address emerging cyber threats effectively.
b) Addressing the issue of IUU fishing by providing operational training for inspectors, as well as training for regulators and cooperatives.

2. On training coherence (medium term)

UNITAR and its partners should enhance coordination with other organizations that are implementing training on maritime safety and security in the region through the establishment of communication channels or any other collaborative initiatives. This approach will promote information sharing, harmonize activities and minimize

duplication of efforts, thereby enhancing the efficiency and impact of training programmes. This could include enhancing coordination with other EU-funded projects as part of the recently agreed project on maritime security in the GoG.

3. On strengthening local and regional institutional capacities and collaboration (medium to long term)

UNITAR, with support from its partners, should encourage and strengthen efforts to promote collaboration, the exchange of good practices and sustainable impact among stakeholders from ports across the region, and engage in joint initiatives, such as ToT. This can include:

a) Developing and implementing a dedicated programme to certify trainers and establish a robust pool of specialized regional experts in port safety and security, focusing on fostering local expertise, addressing immediate training needs, ensuring timely delivery of sessions and reducing dependency on external experts. Additionally, prioritizing the rescheduling and expansion of the ToT programme and the frequency of training sessions to build long-term regional expertise and cultivate true specialists across various fields in port security.
b) Expanding training programmes to include operational personnel, such as dockworkers and stevedores, in the long term to strengthen their skills and broaden the programme's overall impact after the initial focus on management and mid-level employees.

4. On gender (medium to long term)

UNITAR, with support from its partners, should promote gender inclusion by implementing targeted outreach strategies, beyond the selection criteria, and introducing strategies or mechanisms to encourage greater participation of women in future training programmes. This could include the organization of dedicated trainings for women as well as developing specific content on maritime safety and women, and/or looking for collaboration with maritime specific organizations, such as the Women's International Shipping & Trading Association (WISTA)

5. On competency framework and participants' skill sets (short term)

UNITAR, with support from its partners, should create a competency framework and establish or strengthen tiered training levels, for instance, beginner, intermediate and advanced. This would effectively address the diverse skill sets of participants, accompanied by a refined selection criteria, to ensure participants meet the required baseline knowledge and are better suited for the training. Ideally, the selection criteria would be more efficient if supported by a pre-training questionnaire to assess participants' level of expertise. This could complement the already existing distinction between Level 1 and Level 2 training.

6. On learning reinforcement (in the medium to long term)

UNITAR should establish a comprehensive capacity-building framework in future phases, including follow-up training sessions, refresher courses and online modules, to sustain competencies developed during the project. Coaching should be considered as a more long-term objective. This could include establishing a continuous learning and adaptation framework to address the rapidly evolving nature of port security and ensure stakeholders maintain a high level of readiness. UNITAR could establish a continuous learning and adaptation framework by developing e-

learning platforms, organizing periodic refresher courses, providing on-the-job coaching and conducting simulation exercises. These activities would help stakeholders to stay updated on evolving port security challenges and maintain high levels of readiness. However, it is important to acknowledge that while UNITAR has significant capacity to act, the scope of its efforts is ultimately influenced by the availability of funding and the priorities established by the donor.

7. On results frameworks, monitoring and follow-up mechanisms (short term)

UNITAR should ensure the alignment of implementing partners with UNITAR's Certification Policy by, for instance: awarding certificates of completion when objective knowledge assessments are successfully deployed; working to strengthen the partner's evaluation practices, including aligning Level 1 and introducing Levels 2 and 3 of the Kirkpatrick Training Evaluation model; improving the formulation and tracking of outcome indicators; introducing participant monitoring tools to track progress; identifying areas for improvement; and measuring long-term impact.

Lessons Learned

1) **The regional approach of the project is key to fostering collaboration and the exchange of best practices among stakeholders, a model that created the platform for long-term impact and sustainability.** The project's emphasis on multi-stakeholder engagement across ports maximizes knowledge sharing and collective problem-solving, and acts as a peer evaluation mechanism. This approach does not only enhance operational practice but also has the potential to ultimately improve legal and regulatory frameworks, ensuring a cohesive and collaborative approach to maritime safety and security in the region.

2) **Port security is dynamic and continuously shaped by advancements in technology, geopolitical shifts and evolving security threats, therefore regular updates to training curricula are essential to keep pace with these changes.** Building the capacity of port officers reinforces the efforts of regional institutions to align their security systems with emerging security and technological requirements.

3) **A structured framework for continuous learning and adaptation is essential to ensure stakeholders are well-equipped to address emerging challenges effectively.** While this project aligns with other interventions, there is a risk that it may be perceived as sporadic given its implementation timeline. This underscores the importance of maintaining coherence and synergy with other initiatives to enhance its impact and sustainability.

4) **Proactive measures, such as targeted outreach and recruitment, as well as gender-sensitive training materials, are essential to foster gender balance and promote greater diversity in maritime security.** Women's underrepresentation in the training programmes reflects a broader trend within the sector, where the presence of women remains limited. This highlights the need for project implementers to make conscious efforts to include women in training activities to enhance their opportunities of being promoted to key positions.

5) **A thorough selection process that identifies participants' knowledge levels is important for the successful delivery of training.** Variations in participant knowledge levels during certain training sessions revealed significant gaps among attendees. This imbalance impacted the learning experience, as more advanced participants felt less challenged, while some less experienced participants struggled to

keep up. This highlights the need to refine the selection processes to ensure a more consistent baseline of skills among participants. Additionally, introducing more differentiated training levels, such as beginner, intermediate and advanced, would better address the diverse needs of participants.

6) **A timely and scheduled selection process is key to ensuring higher participation of port staff given the key nature of their work in the supply chain.** Although the process maintains high standards and discipline, its length and procedural requirements sometimes lead to delays in participant selection and potentially hinder the participation of port personnel, leading to missed opportunities for training and a decrease in the expected number of attendees. However, the effectiveness of this process largely depends on the availability of funds and the length of the implementation timeline.

7) **Developing local expertise is crucial for the sustainability of such initiatives, as it addresses immediate training needs, strengthens the resilience of port personnel by fostering endogenous training capabilities and ensures the long-term continuity of capacity-building efforts in the region.** A shortage of experts can be dependent on the length of the implementation phase, particularly when delays in funding occur.

8) **Focusing primarily on management-level** participants was crucial, especially at the beginning of the project, as these individuals are the primary decision-makers. While targeting operational-level personnel, such as dockworkers and stevedores, is important, it is better suited to mid- to long-term implementation. This approach effectively prioritizes strategic engagement but also underscores the need for greater inclusivity to broaden the programme's overall impact. It should also be noted that the focus of the project is primarily determined by the donor, who defines the target group(s) as part of the regional strategy and political direction.

9) **The two-year timeline presented limitations in fully addressing systemic challenges, highlighting the value of establishing a long-term capacity-building framework and incorporating follow-up mechanisms to ensure sustainable progress.** However, in training and project management, timelines are primarily determined by the availability of funds. Training should, by default, adopt a long-term vision.

Annexes

Annex A. Terms of reference

Terms of Reference – Independent Evaluation of the "Enhancing the Maritime Safety and Security and Fight against Terrorism in the Gulf of Guinea Region" project

(C2023.TARPT138.DEUMFA)

Background

1. The **United Nations Institute for Training and Research (UNITAR)** is a principal training arm of the United Nations (UN), with the aim to increase the effectiveness of the UN in achieving its major objectives through training and research. UNITAR's programming covers several thematic areas and activities aimed at supporting the implementation of the 2030 Agenda for Sustainable Development; multilateral diplomacy; public finance and trade; environment, including climate change, environmental law and governance, and chemicals and waste management; peacekeeping, peacebuilding and conflict prevention; decentralized cooperation; and resilience and disaster risk reduction.

2. UNITAR's mission is to develop the individual, institutional and organizational capacity of countries and other UN stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision-making and to support country-level action for overcoming global challenges. Approximately three-quarters of beneficiaries from learning-related programming are from developing countries.

3. The 2022-2025 Strategic Framework includes five strategic objectives for effective and efficient achievement of results. UNITAR's first strategic objective seeks to promote peace and just and inclusive societies with a sub-objective of supporting institutions and individuals to contribute meaningfully to sustainable peace. The Institute's focus under this sub-objective is to support institutions and individuals, including those marginalized such as women, to contribute to sustainable peace by increasing the capacities of stakeholders at different levels to prevent and resolve conflicts, restore the rule of law and build lasting peace.

4. In alignment with the above, the project **"Enhancing the Maritime Safety and Security and Fight against Terrorism in the Gulf of Guinea Region",** with a project implementation period running from 15 April 2023 to 31 December 2024, aims to strengthen the capabilities of African regional/national institutions, as well as partners, engaged in the context of counter-terrorism and maritime security in response to (trans-) national threats in the region.[28] The project also aligns with the objectives set by the German Federal Foreign Office (GFFO), which include strengthening African ownership by empowering African partners to effectively conduct crisis prevention and effective crisis response.

5. As the project covers two areas, counter-terrorism and maritime security, the project aims to achieve more effective national, regional and global responses to prevent and counter-terrorism in West Africa and in the Gulf of Guinea region. Additionally, the project seeks to

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Angola, Cape Verde, Côte d'Ivoire, Gabon, Guinea, Guinea-Bissau, Liberia, Mauritania, Mozambique, Nigeria, Sierra Leone, The Gambia

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enhance access to high impact training in maritime security for military and police personnel from the Gulf of Guinea countries and beyond.

6. For the delivery of project activities, two training institutions based in Côte d'Ivoire – *Académie Internationale de Lutte Contre Le Terrorisme* (AILCT) in the field of counter-terrorism and the *Institut de Sécurité Maritime Interrégional* (ISMI) in the field of maritime security – serve as the project's primary beneficiary institutions. ISMI acts as the implementing partner for delivering the training programmes in the maritime domain, whereas the AILCT covers the activities in the area of counter-terrorism. The evaluation's scope covers only the activities implemented by ISMI.

7. In relation to maritime security and the cooperation with ISMI, the project entails the revision and expansion of the course portfolio (particularly in line with UN standards, policies, and frameworks) in the delivery of approximately 12 types of training[29] for civil and port actors, *i.e.*, military personnel, police officers, civilian, port personnel gendarmes, magistrates, prison officers and custom officers engaged in maritime operations. This project component aims at strengthening the capacities of personnel on port safety and security at the ports of the Gulf of Guinea countries to reduce the vulnerability of ports in the region. The project activities under this component are implemented by ISMI.[30]

8. The project also contemplates a transversal component of gender in the counter-terrorism and maritime safety and security components. In the area of maritime safety and security, the project aims to support the inclusion of female personnel at all levels in the different training events delivered. It aims to achieve this by contributing to the existing evidence and knowledge on the obstacles to women's meaningful participation in maritime operations. This will serve as a basis for policy development and further remedial actions. Additionally, it seeks to foster a conducive environment for women's participation and leadership in maritime operations. This approach aligns with recommendations from The Geneva Centre for the Democratic Control of Armed Forces (DCAF) Baseline Study, commissioned by Global Affairs Canada (GAC) under the Elsie Initiative for Women in Peacekeeping Operations.

9. While the project's budget does not divide the budget strictly between the two project components, the estimated grant-outs to ISMI amounts to 2,436,481.03 EUR.

On the project evaluation

10. The evaluation shall build upon the results from UNITAR's assurance activities, including an output delivery verification and a spot check which were undertaken of the 2024 grant-out agreement to ISMI.

Purpose of the evaluation

11. The purpose of the evaluation is to assess the relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability of the maritime security component of the project; to identify any good practices or challenges that the project has encountered; to issue recommendations, and to identify lessons to be learned on design, implementation and management. The evaluation's purpose is thus to provide findings and conclusions to meet accountability requirements, and recommendations and lessons

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[29] The list of planned training activities is included in Annex A.

[30] With the pedagogical and logistical support of the Regionally Oriented National School of Cybersecurity (École nationale de cybersécurité à vocation régionale, ENCVR) based in Dakar, Senegal.

learned to contribute to the project's improvement, strategic direction and broader organizational learning. The evaluation should not only assess how well the project has performed, but also seek to answer the 'why' question by identifying factors contributing to (or inhibiting) successful delivery of the results. The evaluation is also forward-looking to inform decisions on the design and planning of possible future related projects and focus areas.

12. While the evaluation will include an assessment of all six OECD/DAC criteria, gender, disability and human rights, and environmental considerations will be taken into account. The evaluation's purpose is to serve learning and accountability purposes, and to be as forward-looking as possible to inform decisions on the design and planning of possible future phases and focus areas of this or similar projects.

Scope of the evaluation

13. The evaluation will cover the period from 15 April 2023 to 31 December 2024 and will only evaluate the maritime safety and security component, as mentioned above. The evaluation should maintain sufficient focus to deliver findings and conclusions with forward-looking and actionable recommendations to inform future projects.

Evaluation criteria

14. The evaluation will assess project performance on maritime safety and security component using the following criteria: relevance, coherence, effectiveness, efficiency, likelihood of impact, and likelihood of sustainability. The evaluation questions related to gender equality and the empowerment of women dimensions are marked with "GEEW". Questions related to environmental sustainability are marked with "ENVSUSE". Disability and human rights considerations should also be considered throughout the evaluation.

- *Relevance: Is the maritime safety and security component of the project reaching its intended individual and institutional users and are its related project objectives and activities relevant to the beneficiaries' needs and priorities, and designed with quality?*
- *Coherence: To what extent is the maritime safety and security component of the project complementing, harmonizing and co-ordinating with other similar programmes and projects implemented by UNITAR and other actors in the intervention context?*
- *Effectiveness: How effective has the maritime safety and security component of the project been in delivering results and in reinforcing capabilities and in improving access to high-impact training in maritime security for military and police personnel and other beneficiaries?*
- *Efficiency: To what extent has the maritime safety and security component of the project delivered its results in a cost-effective manner and optimized partnerships through implementing partner arrangements?*
- *Likelihood of Impact: What are the potential cumulative and/or long-term effects expected from the project, including contribution towards the intended impact and intermediate outcome, positive or negative impacts, or intended or unintended changes?*
- *Likelihood of Sustainability: To what extent are results of the maritime safety and security component of the project likely to be sustained in the long term? How is environmental sustainability addressed in the project?*

Principal evaluation questions

15. The following questions are *suggested* to guide the design of the evaluation, although the criteria applied to the outcomes and the final questions selected/identified will be confirmed by the evaluator following the initial document review and engagement with project management with a view to ensuring that the evaluation is as useful as possible with regard to the project's future orientation or other similar undertakings.

Relevance

a. *To what extent is the project aligned with the Institute's efforts to help Member States implement the 2030 Agenda for Sustainable Development and the UNITAR strategic framework 2022-2025, particularly the strategic objective 1, the Sustainable Development Goals 14 and 16, and the German Federal Foreign Office policy guidelines for Africa?*

b. *How relevant are the objectives and the design of the maritime safety and security component of the project to the identified needs and priorities of beneficiaries (training participants and beneficiary institution)?*

c. *Did this project component reach its intended beneficiaries, namely the ISMI and the military personnel, police officers, civilian and port personnel, gendarmes, magistrates, prison officers and custom officers (men and women) that participated in the training? If not, what are the hindering factors and what could have been done differently?*

d. *How relevant is the maritime and safety component of the project to supporting gender equality and women's empowerment, to the extent possible?* **(GEEW)**

e. *How relevant is the maritime and safety component of the project to the changing regional and international context?*

Coherence

f. *How well is the project aligned with other UNITAR programming focusing on enhancing capabilities of regional institutions and military, police personnel and/or workers involved in maritime affairs in other regions)?*

g. *How well is the maritime safety and security project component aligned with and complements programmes implemented by other institutions focusing on enhancing capabilities of regional institutions and military, police personnel and/or workers involved in maritime affairs?*

h. *How well is the project aligned with relevant international frameworks and UN resolutions and priorities in the peacekeeping field and maritime safety and security protocols, including the WPS Agenda, UN Convention on the Law of Sea, MARPOL Protocol, SOLAS Convention, Guidelines on Maritime Cyber Security Management of IMO, Resolution [MSC-FAL.1-Circ.3-Rev.2](#): [Guidelines on Maritime Cyber Security Management of IMO](#), [Resolution MSC. 428 (98) on the Maritime Cyber Risk Management in Safety Management Systems](#), [the IACS Recommendation on Cyber Resilience (No. 166)](#), amongst others?*

i. *How well does the project component fit the political and operational context in the Gulf of Guinea countries and maritime and port authorities?*

Effectiveness

j. *To what extent have the planned outcomes and outputs of the maritime safety and security project component been achieved? What are the factors affecting the project component and the beneficiary institutions and trained personnel?*

k. *How effective is the maritime safety and security project component's design and training methodology? Have partnerships been effective in delivering and attaining results, including the performance of the implementing partner?*

l. *To what extent and how is the project contributing to improved knowledge and skills, capabilities, and opportunities of maritime and port personnel to address risks and hazards in terms of security, safety and port security and port safety according to the pertinent cargo in the Gulf of Guinea countries?*

m. *How effective is the project component in reinforcing the role of the ISMI as a Centre of Excellence in maritime safety and security?*

n. *To what extent are a human rights-based approach, disability considerations, and a gender mainstreaming and inclusiveness strategy incorporated in the design and implementation of the project? (GEEW)*

Efficiency

o. *To what extent has the project produced outputs in a timely and cost-efficient manner, including through grant arrangements with the implementing partner (ISMI) and other partners (GS-F and BORDERPOL, if applicable, in comparison with alternative approaches? Were the project's resources (human and financial) used as planned and fully utilised?*

p. *To what extent was the project including both activities and planned expenditures delivered as planned? What caused deviations from the original plan? Did the project apply adaptive management to adjust to implementation challenges?*

q. *To what extent has the project component created benefits (intended or unintended) of integrating gender equality (or not) and what were the success or hindering factors? (GEEW)*

r. *To what extent did the project component engage with environment-related content and practices in the delivered training for maritime and port personnel? (ENVSUSE)*

Likelihood and early indication of impact

s. *To what extent have beneficiaries from training events reported changed behaviour or practices following the completion of the training? To what extent does the project component contribute to a broader maritime and port regional safety and security in the countries of the Gulf of Guinea?*

t. *What other observable end-results or organizational changes (positive or negative, intended or unintended) have occurred as a result of the implementation of the maritime safety and security project component?*

Likelihood of sustainability and early indication of sustainability

u. *To what extent are the project component's results likely to endure beyond the implementation of the activities in the mid to long term? What conditions will be necessary for sustainability of the activities?*

v. *What are the major factors which influence the achievement or non-achievement of sustainability of the project component? How can risks be mitigated and opportunities seized by project stakeholders?*

w. *What can we learn to inform the future design of similar programming in other contexts? To what extent can the project be replicated elsewhere?*

Evaluation Approach and Methods

16. The evaluation will be conducted in accordance with the UNITAR Evaluation Policy, the operational guidelines for independent evaluations and the United Nations Norms and

[Standards for Evaluation, and the UN Evaluation Group (UNEG) Ethical Guidelines.](#) The evaluation will be carried out by a supplier or an international consultant (the "evaluator") under the supervision of the UNITAR Planning, Performance Monitoring and Evaluation Unit (PPME). PPME shall support the evaluation team in gathering background documentation and other data collection processes.

17. Since the project focuses on capacity development, it is recommended to look at the different dimensions of capacity development, including:

- **Individual dimension:** This relates to the people involved in terms of knowledge, skill levels, competencies, attitudes, behaviours and values that can be addressed through facilitation, training and competency development.
- **Organizational dimension:** This relates to organizations and networks of organizations. The change in learning that occurs at individual level affects, from a results chain perspective, the changes at organizational level. The maritime safety and security component of the project is specifically relevant because the partner organization is at the same time beneficiary and implementing partner.
- **Enabling environment dimension:** This refers to the broader context in which individuals and organizations work, including the political commitment and vision; policy, legal and economic frameworks and institutional set-up in the country; national public sector budget allocations and processes; governance and power structures; incentives and social norms; power structures and dynamics.

Table 5 - Capacity areas within the three dimensions

Individual	Skills levels (technical and managerial skills) Competencies Awareness and motivation	Essential knowledge, Cognitive skills, Interpersonal skills, Self-control, Attitude towards behaviour, Self-confidence, Professional identity, Norms, Values, Intentions, Emotions, Environmental barriers and enablers with specific focus on gender and disability inclusion (among others)
Organizations	Mandates Horizontal and vertical coordination mechanisms Motivation and incentive systems Strategic leadership Inter/intra institutional linkages Programme management Multi-stakeholder processes	Organizational priorities Gender and disability inclusion Processes, systems and procedures Human and financial resources Knowledge and information sharing Infrastructure Environmental sustainability

		Institutional support
Enabling environment	Policy and legal framework Political commitment and accountability framework Governance	Economic framework and national public budget allocations and power Legal, policy and political environment

18. To maximize utilization of the evaluation, the evaluation shall follow a participatory approach and engage a range of project stakeholders in the process, including the project implementation team, partners, the beneficiaries, the donor, and other relevant stakeholders. It should follow a mixed methods approach and data collection should be triangulated to the extent possible to ensure validity and reliability of findings. Data collection should draw on the following methods: a comprehensive desk review, including a stakeholder analysis; surveys; review of the log frame, the theory of change (reconstruct if needed); key informant interviews; focus groups; and, if possible, field visits.

19. The evaluator should follow a mixed methods approach in responding to the principal evaluation questions and present the findings qualitatively or quantitatively as most appropriate. Suggested methods and data collection tools include:

Comprehensive desk review

> The evaluator will compile, review and analyse background documents and secondary data/information related to the project, including a results framework indicator tracking review. A list of background documentation for the desk review is included in Annex D. A template for document review suggested by PPME, can be found [here](#).

Stakeholder analysis

> The evaluator will identify and relate the different stakeholders involved in the project. Key stakeholders at the global and national level include, but are not limited, to:

- UNITAR project team;
- Beneficiaries/participants at all levels: UNITAR trainers and participants (military personnel, police officers, civilian and port personnel, gendarmes, magistrates, prison officers and custom officers);
- Implementing partner institutions (ISMI and the Regionally Oriented National School of Cybersecurity (École nationale de cybersécurité à vocation régionale, ENCVR) based in Dakar, Senegal);
- The donor (GFFO);
- Etc.

Survey(s)

With a view to maximizing feedback from the widest possible range of project stakeholders, the consultant will develop and deploy a survey(s) following the comprehensive desk study to provide an initial set of findings and allow the evaluator to easily probe during the key informant interviews.

Key informant interviews

Based on stakeholder identification, the evaluator will identify and interview key informants. In preparation for the interviews with key informants, the consultant will define interview protocols to determine the questions and modalities with flexibility to adapt to the particularities of the different informants either at the global, at the national or local level.

Focus groups

Focus groups should be organized with selected project stakeholders at the local levels to complement/triangulate findings from other collection tools.

Field visit

Field visit shall be conducted to Abidjan, Côte d'Ivoire where the Interregional Maritime Security Institute (ISMI) is located. Other field visits shall be also considered (depending on the format of the delivery of the training) to a selection of the project countries including Angola, Cape Verde, Côte d'Ivoire, Gabon, Guinea, Guinea-Bissau, Liberia, Mauritania, Mozambique, Nigeria, Sierra Leone, The Gambia and will be defined as part of the evaluation design.

Gender, disability and human rights, and environmental sustainability

20. The evaluator should incorporate human rights, gender, disability, and environmental sustainability perspectives in the evaluation process and findings, particularly by involving women and other groups subject to discrimination. All key data collected shall be disaggregated by sex, country classification, and age grouping and be included in the draft and evaluation report. Though this is a general requirement for all evaluations, this evaluation should particularly put emphasis on **gender equality and environment (marine resources and port pollution)**.

21. The guiding principles for the evaluation should respect transparency, engage stakeholders and beneficiaries; ensure confidentiality of data and anonymity of responses; and follow ethical and professional standards.

Time frame, work plan, deliverables and review

22. The proposed time frame for the evaluation spans from September 2024 (recruitment of the evaluator) to January 2025 (publication of final evaluation report). An indicative work plan is provided in the table below.

23. The consultant shall submit an evaluation design/question matrix following the comprehensive desk study, stakeholder analysis and initial interviews with the project team. The evaluation design/question matrix should include a discussion on the evaluation objectives, methods and, if required, revisions to the suggested evaluation questions or data collection methods. The evaluation design/question matrix should indicate any foreseen difficulties or challenges/limitations in collecting data and confirm the final time frame for the completion of the evaluation exercise, as well as a list of documents reviewed highlighting insights from every reviewed document.

24. Following data collection and analysis, the consultant shall submit a zero draft of the evaluation report to the evaluation manager and revise the draft based on comments made by the evaluation manager.

25. The draft evaluation report should follow the structure presented under Annex E. The report should state the purpose of the evaluation, and the methods used and include a discussion on the limitations to the evaluation. The report should present evidence-based and balanced findings, including strengths and weaknesses, consequent conclusions and recommendations, and lessons to be learned. The length of the report should be approximately 30 pages, excluding annexes.

26. Following the submission of the zero draft, a presentation of emerging findings with discussion of evaluation recommendations and a draft report will then be submitted to Project Management to review and comment on the draft report and provide any additional information using the form provided under Annex F by 23 December 2024. Within two weeks of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 6 January 2025. Subsequently, PPME will finalize and issue the report. The report will be shared with all concerned stakeholders.

Indicative time frame:

Activity	September 2024	October 2024	November 2024	December 2024	January 2025
Evaluator selected and recruited	▓				
Initial data collection, including a desk review, stakeholder analysis	▓				
Evaluation design/question matrix	▓	▓			
Data collection and analysis, including survey(s), interviews and focus groups and field visit		▓	▓	▓	
Zero draft report submitted to UNITAR				▓	

Activity					
Draft evaluation report consulted with UNITAR evaluation manager and submitted to Project Management				🟩	
Presentation of emerging findings, recommendations and lessons learned				🟩	
Project Management reviews draft evaluation report and shares comments and recommendations				🟩	
Evaluation report finalized and management response by Project Management				🟩	🟩
Dissemination and publication					🟩

Summary of evaluation deliverables and indicative schedule

Deliverable	From	To	Deadline*
Evaluation design/question matrix	Evaluator	Evaluation manager	23 September 2024
Comments on evaluation design/question matrix	Evaluation manager	Evaluator	27 September 2024
Mission plan for field data collection	Evaluator	Evaluation Manager	TBD
Zero draft report	Evaluator	Evaluation manager	2 December 2024
Comments on zero draft	Evaluation manager	Evaluator	6 December 2024
Draft report	Evaluator	Evaluation manager	9 December 2024
Presentation of emerging findings, recommendations and lessons learned	Evaluator/evaluation manager	Programme Management	TBD
Comments on draft report	Programme Management	Evaluation manager	16 December 2024
Final draft report	Evaluator	Evaluation manager	30 December 2024

*To be adjusted depending on the contract signature and to be agreed upon with the Evaluation Manager.

Communication/dissemination of results

27. The evaluation report shall be written in English and the Executive Summary shall be translated into French. The final report will be shared with all partners and be posted on an online repository of evaluation reports open to the public in UNITAR website as well as the UNEG website.

Evaluation management arrangements

28. The evaluator will be contracted by UNITAR and will report directly to the Director of the Strategic Planning and Performance Division and Manager of Planning, Performance Monitoring and Evaluation Unit (PPME) ('evaluation manager').

29. The evaluation manager reports directly to the Executive Director of UNITAR and is independent from all programming related management functions at UNITAR. According to UNITAR's Evaluation Policy, in due consultation with the Executive Director/programme management, PPME issues and discloses final evaluation reports without prior clearance from other UNITAR Management or functions. This builds the foundations of UNITAR's evaluation function's independence and ability to better support learning and accountability.

30. The evaluator should consult with the evaluation manager on any procedural or methodological matter requiring attention. The evaluator is responsible for planning any meetings, organizing online surveys and undertaking administrative arrangements for any travel that may be required (e.g., accommodation, visas, etc.). The travel arrangements, if any, will be in accordance with the UN rules and regulations for consultants.

Evaluator Ethics

31. The evaluator selected should not have participated in the project's design or implementation or have a conflict of interest with project activities. The selected consultant shall sign and return a copy of the code of conduct under Annex F prior to initiating the assignment and comply with [UNEG Ethical Guidelines and the Guiding Ethical Principles for using AI in Evaluation, if it is the case](#).

Professional requirements

32. The lead evaluator should have the following qualifications and experience:

- MA degree or equivalent in international relations, peace studies, maritime law or security or a related discipline. Knowledge of and experience in needs assessments, training design and delivery, and in areas related to peace and maritime safety and security.
- At least seven years of professional experience conducting evaluation in the field of peace, maritime security and/or capacity-building. Knowledge of UN Norms and Standards for Evaluation.
- At least three years of professional experience in the field of maritime and port affairs. Knowledge of Maritime Safety and Security protocols of IMO and ISO.
- Technical knowledge of the focal area including the evaluation of peace studies and maritime affairs, as well as contemporary developments in multilateral efforts.
- Field work experience in Africa.
- Excellent research and analytical skills, including experience in a variety of evaluation methods and approaches. Experience in evaluation using Kirkpatrick method is an advantage.
- Excellent writing skills (report to be drafted in English with executive summary in French).
- Strong communication and presentation skills.
- Cross-cultural awareness and flexibility.
- Availability to travel.
- Fluency in oral and written English and French.

Annexes:

- **A. List of contact points**
- **B. Event data available on the UNITAR Event Management System**

      C. List of documents and data to be reviewed
      D. Structure of evaluation report
      E. Audit trail
      F. Evaluator code of conduct

Annex A: List of planned training events on maritime security

2023:

1. Training on the ISPS Code 18.1

2. Training on the ISPS Code 18.2

3. Training on Targeting and Controlling of Maritime Vectors at Risk (Ship and Container Searches)

4. Training on Management of a Terrorism Crime Scene on Board of Ships

5. Training on Management of Dangerous Goods

6. Fight against Cybercrime in the Maritime Environment – Level 1

7. Training on Fight against Maritime Pollution at Ports

8. Nautical Driving – Level 1

2024:

1. Dangerous Goods 1 – Basic Level (private firms)

2. Dangerous Goods – Basic Level (Administrations)

3. Dangerous Goods 1 – Advanced Level (Ports)

4. Cybercrime – Advanced Level (Dakar)

5. Dangerous Goods 1 – Advanced Level (private firms)

6. Dangerous Goods – Advanced Level (Administrations) (Cotonou)

7. Dangerous Goods 2 – Basic Level (private firms)

8. Dangerous Goods 2 – Advanced Level (Ports)

9. Marine Pollution

10. Civil Liability in Ports

11. Cybercrime – Basic Level

Training delivered by the IP in 2023:

1. Training of port security officers (ISPS Code 18.1)

2. Training on prevention and management of a port crisis.

3. Training on management of dangerous goods.

4. Training of port security officers (ISPS code 18.2)

5. Training on fight against marine pollution inside ports.

6. Training on targeting and control of maritime transport vectors at risk.

7. Training on management of a terrorism crime scene on board of ships.

8. The fundamentals of cybercrime.

9. Piloting and maintenance of "RHIBS"

10. Fight against marine pollution inside ports.

11. Training delivered by the IP in 2024:

12. Dangerous goods administration Level 1 private firms

13. Management of dangerous goods, Level 2

14. Fight cybercrime in the maritime environment, Level 2

15. Handling of dangerous goods, Level 1 administration

16. Dangerous goods, Level 2, Cotonou

17. Dangerous goods, Level 2, Dakar

Annex B: List of contact points

ISMI representative: CL. ABE Aké Lazare, Directeur de l'Institut de Sécurité Maritime Interrégional (ISMI), Académie Régionale des Sciences et Techniques de la Mer (ARSTM) – Abidjan, abeakelaz@gmail.com, +225 07 0796 6889 (WhatsApp), +225 01 4039 6325

Frank Borchers, Head UNITAR Bonn Office, Chief of Division for Peace Office in Bonn, United Nations Institute for Training and Research (UNITAR), Tel: +49 162 955 8233, frank.borchers@unitar.org

Kerstin BARTSCH (Ms.), Senior Specialist – Rule of Law, Division for Peace, United Nations Institute for Training and Research (UNITAR), M: +49 152 0401 1066, kerstin.bartsch@unitar.org

To be complemented by Project Management

Annex C: Event data available on the Event Management System

Start date (Y-m-d)	End date (Y-m-d)	Event title	Event ID	Country	Learning outcome
2024-05-05	2024-05-09	Fighting Cybercrime in the Maritime Environment - Dakar, Senegal (6-10 May 2024)	1221 1	Senegal	No

				Côte	No
2024-05-05	2024-05-09	Handling of Dangerous Goods, Level 1 - Abidjan, Côte d'Ivoire (6-10 May 2024)	1221 2	d'Ivoire	
2024-05-12	2024-05-16	Administration of Dangerous Goods, Level 1 - Abidjan, Côte d'Ivoire (13-17 May 2024)	1221 3	Côte d'Ivoire	No
2024-06-02	2024-06-06	Management of Dangerous Goods, Level 2 - Abidjan, Côte d'Ivoire (3-7 June 2024)	1221 4	Côte d'Ivoire	No
2024-06-09	2024-06-20	Basic Vessel Board, Search & Seizure (VBSS) Training - Gisenyi, Rwanda (10-21 June 2024)	1221 5	Rwanda	No

Annex D: List of documents/data to be reviewed

- Narrative and finance reports (in the absence of interim reporting requirements, internal reporting and monitoring data shall be provided, including self-evaluations, log frame updates, etc.)
- Legal Agreement
- Logical Framework and outcome areas
- Monitoring and self-evaluation data
- Implementing partner documentation
- Stakeholder contacts
- Project Description
- UNITAR website content
- Event Management System Data
- Relevant international frameworks
- Reports from assurance activities including output delivery verification and spot check
- Any other document deemed to be useful to the evaluation

Annex E: Structure of evaluation report

i.   Title page
ii.   Executive summary
iii.   Acronyms and abbreviations
1. Introduction
2. Project description, objectives and development context
3. Theory of change/project design logic
4. Methodology and limitations
5. Evaluation findings based on criteria/principal evaluation questions
6. Conclusions
7. Recommendations
8. Lessons Learned
9. Annexes
    a. Terms of reference
    b. Survey/questionnaires deployed
    c. List of persons interviewed
    d. List of documents reviewed
    e. Evaluation question matrix
    f. Evaluation consultant agreement form

Annex F: Evaluation Audit Trail Template

(To be completed by Project Management to show how the received comments on the draft

report have (or have not) been incorporated into the evaluation report. This audit trail should be included as an annex in the evaluation report.)

To the comments received on (*date*) from the evaluation of the "Enhancing Maritime Security and Fighting against Terrorism in the Gulf of Guinea Region" project

The following comments were provided in track changes to the draft evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#	Para No./ comment location	Comment/Feedback on the draft evaluation report	Evaluator response and actions taken

Annex G: Evaluation Consultant Code of Conduct and Agreement Form*

The evaluator:
1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. He/she should provide maximum notice, minimize demands on time, and respect people's right not to engage. He/she must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. He/she are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncovers evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. He/she should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of

Human Rights, he/she must be sensitive to and address issues of discrimination and gender equality. He/she should avoid offending the dignity and self-respect of those persons with whom he/she comes in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, he/she should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

6. Is responsible for his/her performance and his/her product(s). He/she is responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.

7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[31]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant)**:** _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation. and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to an actual or perceived conflict of interest.

Signed at *place* on *date*

Signature: _____

*This form is required to be signed by each evaluator involved in the evaluation.

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[31]www.unevaluation.org/unegcodeofconduct

Annex B. Survey/questionnaires deployed

Introduction

Dear UNITAR participant,

Thank you for accepting to provide feedback on your (post)training experience. UNITAR is committed to providing quality training and your participation in this short survey is crucial for continuous quality improvement. We are collecting experiences of participants in the **UNITAR training** for informing the final evaluation of the project "**Capacity building on Port Security and Marine Pollution in West and Central Africa" (Safe Port project)**, implemented in partnership with ISMI-ARSTM.

All responses, including any personal information you provide, will be kept **anonymous and strictly confidential**. Your name and organizational affiliation will not be attached to the results, your individual responses will not be published, and the survey results will only be published in the aggregate and not attributable form. **This survey can be completed in about 20 minutes**.

We would appreciate if you could complete the survey **by Friday 08 November 2024**, 11:59 pm Central European Time (CET).

The survey is available in English, French, and Portuguese. You can select your language in the right upper-corner of this page.

Many thanks in advance for your response!

General information

1. Kindly indicate your age.
Please express your age in years.

[   ]

* 2. Please indicate your occupation
   ○ Navy personnel
   ○ Port personnel (administrative)
   ○ Port personnel (operative)
   ○ Police officer
   ○ Gendarme
   ○ Custom officer
   ○ Military personnel
   ○ I prefer not to answer this question
   ○ Other, please specify
   [   ]

3. Kindly indicate the institution in which you work

[   ]

4. Please select the training in which you participated

- [ ] International Ship and Port Facility Security Code (ISPS Code), Parag. 18.1 (16-20 October 2023)
- [ ] Targeting and Control of High Risk Shipping Vectors (ship and container searches) (23-27 October 2023)
- [ ] International Ship and Port Facility Security Code (ISPS Code), Parag. 18.2 (2-3 November 2023)
- [ ] Management of dangerous goods I (6-10 November 2023)
- [ ] Management of dangerous goods II (20-24 November 2023)
- [ ] Fight against Cybercrime in the Maritime Environment (27 November-01 December 2023)
- [ ] Shipboard Crime Scene Management (27 November-1 December 2023)
- [ ] Nautical Driving Level 1 (27 November-1 December 2023)
- [ ] Fight against Marine Pollution (04-08 December 2023)
- [ ] Fighting cybercrime in the maritime environment Level II (6-10 May 2024)
- [ ] Handling of dangerous goods Level I (6-10 May 2024)
- [ ] Administration of dangerous goods, Level 1 (13-17 May 2024)
- [ ] Management of dangerous goods, Level 2 (22-26 July 2024)
- [ ] Handling of dangerous goods, Level 2 (29 July-2 August 2024)
- [ ] Management of dangerous goods, level 2 (3-7 June 2024)

5. What is your current role?

[_____]

* 6. How many years of experience do you have in the field?

[_____]

7. Where did you receive your maritime or port academic training and how many years did the course last?

Institution [_____]

Duration [_____]

* 8. Have you received training in recent years from another project? If so, which project and what support?

- ( ) No
- ( ) Yes, kindly specify the project and support received

[_____]

* 9. How were you selected to take part in the training?

[_____
_____]

Training relevance

* 10. Did the training meet your expectations in addressing your **individual learning needs** required to improve your work performance?

◯ Fully

◯ Somewhat

◯ Not at all

* 11. How relevant were the knowledge and skills acquired from the training to your day-to-day operations?

◯ Extremely relevant

◯ Very relevant

◯ Somewhat relevant

◯ Not at all relevant

12. What were the most relevant topics and new topics addressed during the training that you attended?

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* 13. How relevant was the training to addressing **your organization's maritime security and safety needs**?

◯ Extremely relevant

◯ Very relevant

◯ Somewhat relevant

◯ Not at all relevant

14. In your view, **how important** is the training to address national maritime security and safety challenges in your country?

◯ Extremely important

◯ Very important

◯ Somewhat important

◯ Not at all important

* 15. In your view, how relevant is the training to promoting regional collaboration on maritime security issues in the Gulf of Guinea?

◯ Extremely relevant

◯ Very relevant

◯ Somewhat relevant

◯ Not at all relevant

Training relevance

16. Please provide an example on how the training allowed you to promote collaboration with other actors in the region on maritime security issues.

Training coherence

* 17. To what extent does the training complement other existing maritime security initiatives in your organization?

◯ To a large extent

◯ To some extent

◯ To little extent

◯ To no extent

◯ I am not sure

18. In your organization, how often are you trained in topics related to maritime information, cybersecurity, management of dangerous goods, control techniques of maritime containers or other related topics?

◯ This was my first time

◯ Yearly

◯ Bi-yearly

◯ Quarterly

◯ Other, please specify

* 19. How well do you think the training aligns with the policies and protocols of your organization?

◯ Perfectly

◯ Well

◯ Slightly

◯ Not at all

◯ I am not sure

* 20. How well does the training align with your country's national maritime safety/security strategy?

○ Perfectly

○ Well

○ Slightly

○ Not at all

○ I am not sure

Training efficiency

21. To what extent did the training schedule allow for adequate coverage of key topics?

○ To a large extent

○ To some extent

○ To little extent

○ To no extent

22. How would you rate the balance between lecture time, practical exercises, and breaks during the training?

○ Excellent

○ Good

○ Fair

○ Poor

Training effectiveness

* 23. To what extent did the training address/expose you to gendered dynamics and women's issues in the maritime security sector?

○ To a large extent

○ To some extent

○ To little extent

○ To no extent

Training effectiveness

24. Please provide further details on the above response

* 25. To what extent did you achieve the learning objectives of the training you participated in?

○ Fully

○ Mostly

○ Moderately

○ Slightly

○ Not at all

Training effectiveness

26. If not, can you provide reasons?

[text box]

* 27. To what extent have the training enhanced the knowledge of maritime/port security issues relevant to your role?

○ To a large extent

○ To some extent

○ To little extent

○ To no extent

* 28. How effective was the training in improving your practical skills to address maritime and port security challenges in your institution?

○ Extremely effective

○ Very effective

○ Somewhat effective

○ Not at all effective

* 29. To what extent did the training prepare you to handle specific maritime/port safety and security challenges?

○ To a large extent

○ To some extent

○ To little extent

○ To no extent

30. Is there any specific expertise you'd like to acquire that would enhance your knowledge of maritime security and will be related to your work? Please specify below.

[text box]

* 31. Are you applying the skills and knowledge acquired during the training in your current work?

○ Yes

○ No

Training impact

32. What specific skills or knowledge gained from the training have you applied in your day-to-day work?
Try to be as specific as possible indicating how your performance has changed as a result of applying the acquired skills and knowledge.

[   ]

* 33. Which of the below factors have enabled or hindered the application of the acquired knowledge.

	Enabled	Hindered	Not applicable
Opportunity to apply knowledge and skills	○	○	○
Support from supervisor	○	○	○
Support from colleagues / peers	○	○	○
Availability of time	○	○	○
Availability of funds	○	○	○
Autonomy to apply knowledge and skills	○	○	○
Other factor	○	○	○

Other, please specify

[   ]

34. Have you progressed in your career as a result of the training?

○ Yes

○ No

35. In your view, to what extent does the training **contribute to** national security objectives related to maritime operations/port security in your country?

○ Very highly

○ Highly

○ Slightly

○ Not at all

36. In your view, what long-term impacts do you expect this training will have on your institution's capacity to address maritime safety and security challenges in your country (over the next 3-5 years), if any?

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37. How do you think the knowledge and skills gained from this training could contribute to addressing gender dynamics and the inclusion of women in maritime security efforts in the long term?

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Project sustainability

* 38. Do you think you will continue using the knowledge you have acquired in the future? How? Where?

○ No

○ Yes, please specify

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* 39. Have you undertaken any initiative to share the knowledge acquired from the training with your colleagues?

○ Yes

○ No

Briefly explain the reason for your answer

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* 40. Are you planning to continue working in the maritime sector in the short, medium and long term?

○ Yes, in the short term

○ Yes, in the medium term

○ Yes, in the long term

○ No, I will change soon

41. Are there any opportunities or challenges for you to sustain the benefits derived from the training?

	Yes	No
Opportunities	○	○
Challenges	○	○

Please explain here

[   ]

42. Please provide any suggestions to ensure the long-term sustainability of the knowledge and skills derived from the training.

[   ]

Final comments and follow-up

43. Is there anyhting you would like to add / comment related to the training you participated in?

[   ]

* 44. Would you agree to be contacted as a follow-up to this survey to share more about you training and post-training experience?

○ No

○ Yes, please specify your email address or phone number (with country code)

[   ]

Thank you very much!

Annex C: List of interviewees

	Name	Institution	Functions
1	Modeste Abiala Adeleke	Africa Global Logistique	Director of Maritime Solutions
2	CL. ABE Aké Lazare	ISMI	Directeur de l'Institut
3	Augustine Amodou	Nigerian Maritime Administration & safety agency (NIMASSA)	HSE Officer (Health, Safety, and Environment Officer)
4	Elhadji Aliou Barry		Maritime Security Officer
5	Capitaine Birama Robert DIOP	Dakar port Authority	Head of the Hydrocarbons Zone at the Port
6	Ousman Doumbouya	Port of Conakry	Head of Security and Port Services
7	Frank Borchers	UNITAR	Head of UNITAR Bonn Office
8	Ole Kauert	UNITAR	Project implementation team
8	Ibrahima Camara	Dakar port Authority/ANAM	Maritime Security Inspector
10	Alioune Cissokho	Présidence de la République - HASSMAR (Dakar)	Magistrate, Head of the Studies and Legislation Branch
11	Captain Ibrahima Diaw	Dakar port Authority	High Commander
12	Alioune Diop	NAVY of Senegal	Former Special adviser to the Presidency of the Republic of Senegal on Security Affairs.
13	Robert Diop Birama	Dakar port Authority	Port officer
14	Aminata DOSSO	ISMI	Head of Administrative and Financial Department
15	Doumbia Yahaya	Forensic Police of CTIP	Chief Commissioner/Forensic (Director of CTIP)
16	Gérald Duport	Ecole Nationale de Cybercriminalité of Dakar	Advisor and Trainer
18	Halalou Ali Maman	Cotonou Autonomous Port (Benin)	Inspector of Environment and Occupational Safety
19	Cdt Jean Modeste Kouadio	ISMI	Academic Coordinator, ISMI
20	Colonel osé -Nicole Aké Kouadio	SEPCIM AEM	Directeur de l'administration et de affaires juridiques
21	Carolyn Goerke	German Federal Foreign Office	Adviser at Stabilisation Platform
22	Maxime Goulidei Soua	Autonomous Port of Abidjan Côte d'Ivoire	Expert in Maritime Security in charge of Continuing Professional Training at Port Security

23	Diogal Guays	Dakar port Authority	Head of Maritime and Port Security Service
24	Papa Gueye	ENCVR (Dakar)	Director General
25	Elvis Gnenezehi	ISMI	Accounting Manager
26	Mathias Klein	Embassy of the Federal Republic of Germany in Abidjan	Chef de Mission adjoint
27	Chantal Koffi	ISMI	Communication Manager
28	Jean Marie Koffi	PMAWCA	Secretary General
29	Commander Kouassi Yao Jean Pierre,	SEPSIM-AEM	Technical Secretary in charge of Maritime and Port Affairs
30	Dario Massaquoi	Bam global shipping	Senior operations supervisor
31	Warrant Officer Moustapha Ndaw	Dakar port Authority	Head of Security and Environmental Protection at the Port of Dakar
32	Maurice San-Kouadio-Kan	DGAMP – Côte d'Ivoire	Director of Maritime Police and Naval Logistics
33	Commander Ngouye Sougoufara	HASSMAR (Dakar)	Chief operations officer
34	Tiofane Ndiaye	ANAM (Dakar)	Director of Maritime Security at ANAM
35	Christian ROHAUT	ENCVR (Dakar)	Chef de projet et directeur des études
36	*Colonel Marina Yapo*	DGAMP (Abidjan)	Director of Security and Estates
37	Coulibali Sirabana	Cimpor CI	Logistics Specialist
38	Natalie Monvoisin	Trainer, CEDRE	Manager of Studies and Training Department & Member of Emergency Response team
39	Colonel Sekou Sanogo	ARSTM (Abidjan)	Expert Trainer in maritime security/ICSP .
40	Joseph Tchriffo	ARSTM (Abidjan)	Trainer on Transport and Dangerous Goods/ Representative of Bolloré Companies in Côte d'Ivoire
41	Lieutenant Traoré Ousmane	Unit DITT/PLCC (Abidjan)	Investigator

42	LCL Akshi Yao Joabeele	Autonomous Port of Abidjan (APA)	OP/C/DPT (Operations, Control Department)
43	Capitaine Ibrahima	Autonomous Port of Abidjan (APA)	Head of Port Police
44	LCL Alfred Lates	Autonomous Port of Abidjan (APA)	OP C/DPT (operations,
45	CDT Adolphe Zouzou	Autonomous Port of Abidjan (APA)	C/SCE (Chief of service)
46	CNC Innocent Yafo Ncho	Dakar port Authority	OP(operations)
47	CNE Wilfried Loko	Autonomous Port of Abidjan (APA)	OP (Operations)
48	CNE Coffi Menel Essoh	Autonomous Port of Abidjan (APA)	OP (Operations)
49	CNE Soro Zana	Autonomous Port of Abidjan (APA)	OP (Operations)
50	Lieutenant Aka Maxime Anicet	Autonomous Port of Abidjan (APA)	O.P.A (Opérations Portuaires d'Abidjan)
51	Bruno Kaojo	Autonomous Port of Abidjan (APA)	Fire and Rescue Officer
52	Hartnann Kramo	Autonomous Port of Abidjan (APA)	Fire and Rescue Officer
53	Nanga Kafty Coulibaly	Autonomous Port of Abidjan (APA)	Fire and Rescue Officer
54	Colonel Gravi Desiré	Autonomous Port of Abidjan (APA)	C/DEPT (C/DEPT Operations)
55	Papa Ogo Mbengue	Dakar port Authority	Head of Dangerous Goods Management Service
56	Cheikh Umar Sesay	Sierra Leone ports & harbours authority	Directeur security & intelligence
57	Micheal Zama	Ministry of Transport of Cameroon	Head of Maritime Regulations

Annex D. Log frame measures

Intervention Logic	Expected Results	Indicators	Baseline Data	Targets	Endline			Data Sources	Observations
Impact					Male	Female	Total		
Ultimate outcome	Expanded access to high-impact training for military, police, civilian and port personnel (men and women) from West and Central Africa and beyond	ND	ND	ND	NA	NA	NA	ND	
Outcomes[32]	**Expected Results**	**Indicators**	**Baseline Data**	**Targets**	**Endline**			**Data Sources**	**Observations**
					Male	Female	Total		
Outcome 1	Increased outreach of ISMI and to military, police, civilian and port personnel from West and Central Africa engaged in maritime operations	% increase in the number of beneficiaries as a result of expansion of the training calendar	0%	20%	NA	NA	42%	1. Training portfolio 2. Project report	Based on data from ISMI. Number of participants in 2023: 190. Expected number of participants in 2024: 292. Actual number of participants in 2024: 258.

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[32] Outcomes three and four were outside of the evaluation scope.

| Outcome 2 | Strengthened capabilities and motivation of military and police officers from West Africa engaged in maritime operations | % of participants meeting the completion requirements of the training programmes | 0% | 80% | NA | NA | 100% | 1. Project report 2. Reports from service recipients (UN, AU, ECOWAS) | According to the records from the EMS, none of the training required Certificates of completion (CoC) and only one awarded the participants with Certificates of Participation (CoP).

In the context of andragogy (adult education), the purpose of the knowledge tests organized by the trainers was to test the participants' understanding of the course, not to select them or classify those who passed or failed. As a result, all participants received a certificate of attendance. On this basis, it could be said that 100% of participants met the course requirements. Yet, the completion requirements were not set very high. |
|---|---|---|---|---|---|---|---|---|---|

Outputs	Expected Results	Indicators	Baseline Data	Targets	Endline			Data Sources	Observations
					Male	Female	Total		
Output 1.1	Training portfolio reviewed and expanded	Number of training portfolio reviewed	0	4	NA	NA	6	Project report	It is the number of trainings delivered until November 2024. However, according to the website 6 out of the 17 trainings delivered were already on the ISMI portfolio and from the other 11 there is no public evidence of delivery. According to the last interim narrative report, there was one training portfolio reviewed.
		% of courses added/updated	0%	10%	NA	NA	23%	Project report	According to the ISMI website, they have 26 trainings. We assume that the 6 pre-existing trainings were updated.
Output 2.1	Training of Trainers	Number of participants trained	0	25	NA	NA	NA	Report from the event	Cancelled

Output 2.2	Training on the ISPS Code 18.1	Number of participants trained	0	44	18	4	22	Report from the event	
Output 2.3	Training on the ISPS Code 18.2	Number of participants trained	0	44	14	4	18	Report from the event	
Output 2.4	Training on Port Security	Number of participants trained	0	44	NA	NA	NA	Report from the event	Cancelled
Output 2.5	Training on Targeting and Controlling of Maritime Vectors at Risk (Vessels, containers)	Number of participants trained	0	50	19	4	23	Report from the event	
Output 2.6	Training on Management of a Terrorism Crime Scene on Board of Ships	Number of participants trained	0	50	25	0	25	Report from the event	
Output 2.7	Training on Prevention and Management of a Port Crisis	Number of participants trained	0	50	NA	NA	NA	Report from the event	Cancelled. It was replaced by the Management of Dangerous goods
Output 2.8	Training on Management of Dangerous Goods	Number of participants trained	0	50	36	5	41	Report from the event	It includes Level 1 and Level 2 training participants from 2023
Output 2.9	Training on Fundamentals of Cybercrime	Number of participants trained	0	50	20	2	22	Report from the event	Training of 2023
Output 2.10	Training on Fight against Maritime Pollution inside Ports	Number of participants trained	0	45	23	2	25	Report from the event	

Output 2.11	Training on Boat Driving, Level 1	Number of participants trained	0	15	14	0	14	Report from the event	Nautical Driving, Level 1
Output 2.12	Training on Cybercrime Advanced Level (Dakar)	Number of participants trained	0	17	15	0	15	Report from the event	Fighting cybercrime in the maritime environment, Level 2 (LoP 10) in 2024, 2 participants did not pass the exam prior to delivery of training and could hence not participate.
Output 2.13	Dangerous goods, Basic Level (private firms)	Number of participants trained	0	25	17	5	22	Report from the event	Handling of dangerous goods, Level 1 2024 (LoP11)
Output 2.14	Dangerous Goods Advanced Level (private firms)	Number of participants trained	0	25	19	5	24	Report from the event	Management of dangerous goods, Level 2 (LoP13)
Output 2.15	Dangerous Goods, basic level (administration)	Number of participants trained	0	25	20	4	24	Report from the event	Dangerous goods administration, Level 1 (LoP 12)
Output 2.16	Dangerous Goods Advanced Level (ports)	Number of participants trained	0	25	16	6	22	Report from the event	Handling of dangerous goods, Level 2 (LoP 14)
Output 2.17	Dangerous goods Advanced Level (Administrations) (Cotonou)	Number of participants trained	0	25	21	5	26	Report from the event	Dangerous goods administration, Level 2 (Cotonou) (LoP15)
Output 2.18	Dangerous goods Basic Level - 2 (private firms)	Number of participants trained	0	25	21	1	22	Report from the event	Handling of Dangerous Goods Transported in Bulk, Level 1 (LoP16)

Output 2.19	Cybercrime Basic Level (Yaoundé)	Number of participants trained	0	25	16	0	16	Report from the event	Cybersecurity for computer operators of Maritime Institutions (LoP17)
Output 2.20	Dangerous goods Advanced Level – 2 (ports) (Lagos)	Number of participants trained	0	25	15	5	20	Report from the event	Programmed as Management of dangerous bulk cargos (basic level) Lagos- 25 to 29 November. Delivered from 18-22 November 2024
Output 2.21	Training on Marine Pollution	Number of participants trained	0	25	16	4	20	Report from the event	Programmed on 25-29 November, but delivered from 18-22 November 2024
Output 2.22	Training on civil liability	Number of participants trained	0	25	19	3	22	Report from the event	Civil liability regime in port for magistrates (LoP18) delivered from 11-15 November
	Training on Handling of dangerous bulk cargos (Basic Level)	Number of participants trained	0	25	22	3	25	Report from the event	Delivered as a training on Port Facilities Security audit for Designated Authority, from 25-29 November 2024

Annex E. List of documents reviewed

- Project Document
- 3 Interim Narrative reports to the donor
- Interim Financial report to the donor
- Legal Agreement

- Logical Framework and outcome areas

- Monitoring and self-evaluation data

- Implementing partner documentation, including grant-out agreements, narrative and financial reports

- Stakeholder contacts

- Project Description

- UNITAR website content

- Event Management System Data

- Relevant international frameworks

- Reports from assurance activities including output delivery verification and spot check
- Training related documentation
- Communication products from social media

Annex F. Evaluation question matrix

Sub -questions	Evaluation criteria	Indicators	Data collection tools method
EQ1 Relevance - Is the maritime safety and security component of the project reaching its intended individual and institutional users and are its related project objectives and activities relevant to the beneficiaries' needs and priorities, and designed with quality?			
Sub-question 1.1 To what extent is the project aligned with the Institute's efforts to helping Member States implement the 2030 Agenda	1.1. 1 Alignment with the 2030 Agenda for Sustainable Development 1.1.2 Alignment with	1.1.1.1 The project supports member states in implementing the 2030 Agenda for Sustainable Development 1.1.2.1 The project supports	Document review Survey Key

for Sustainable Development and the UNITAR strategic framework 2022-2025, particularly the strategic objective 1, the Sustainable Development Goals 14 and 16 and the German Federal Foreign Office policy guidelines for Africa?	the 2022-2025 UNITAR strategic framework 1.1.3 Alignment with the German Federal Foreign Office policy guidelines for Africa	the project team in implementing UNITAR's 2022-2025 strategic framework 1.1.3.1 The project supports the donor in implementing the German Federal Foreign Office policy guidelines for Africa	informant interviews (KII) and focus group discussion (FGDs)
Sub -question 1.2 How relevant are the objectives and the design of the maritime safety and security component of the project to the identified needs and priorities of beneficiaries (training participants and beneficiary institution)?	1.2.1 Alignment of the project component objectives with existing work, priorities, and needs of the training **participants** 1.2.2 Alignment of the project component objectives with existing work, priorities, and needs of the beneficiary **institutions**	1.2.1.1 The priority areas for intervention have been correctly identified for the training participants with regards to the maritime safety and security. 1.2.2.1 The priority areas for intervention have been correctly identified for the beneficiary institutions with regards to the maritime safety and security.	
Sub-question 1.3 Did the training activities reach its intended beneficiaries, namely the ISMI and the military personnel, police officers, civilian and port personnel, gendarmes, magistrates, prison officers and custom officers (men and women) that participated in the training? If not, what are the hindering factors and what could have been done differently?	1.3.1. Ability to build the capacity of beneficiaries in terms of port safety and security in the Gulf of Guinea with targeted support.	1.3.1.1 The project provides targeted support to build the capacity of beneficiaries (military, police, civil and port personnel, gendarmes, magistrates, prison and customs officers) in terms of port safety and security in the Gulf of Guinea	
Sub-question 1.4 How relevant is the maritime and safety component of the	1.4.1 Ability of the project component to support gender	1.4.1.1 The project has taken gender equality and women's empowerment into account	

project to supporting gender equality and women's empowerment, to the extent possible? (GEEW)	equality and women's empowerment wherever possible/ inclusivity of the project	wherever possible.	
Sub-question 1. 5 How relevant is the maritime and safety component of the project to the changing regional and international context?	1.5.1 Alignment with the evolving regional and international maritime safety context.	1.5.1 .1 The maritime and safety component of the project is consistent with the evolving regional and international context. 1.5.2 The implementing partner employed adaptive management, adjusting the project to meet emerging demands in the region	

EQ2 Coherence -To what extent is the project complementing, harmonizing, and coordinating with other similar programmes and projects implemented by UNITAR and other actors in the intervention context?			
Sub-question 2.1 How well is the project aligned with other UNITAR programming focusing on enhancing capabilities of regional institutions and military, police personnel and/or workers involved in maritime affairs in other regions?	2.1.1 Complementarity with other UNITAR programmes focusing on capacity-building for regional institutions and military, police and/or trade union personnel involved in maritime affairs in other regions.	2.1.1.1 The project is consistent with other UNITAR programmes focusing on capacity-building for regional institutions and military, police and/or trade union personnel involved in maritime affairs **in other regions**	Document review Survey Key informant interviews (KII) and focus group discussion (FGDs)
Sub-question 2.2 How well is the maritime safety and security project component aligned with and complements programmes implemented **by other institutions** focusing on enhancing capabilities of regional institutions and military, police personnel	2.2.1 Alignment and complementarity with programmes implemented by other institutions focusing on enhancing capabilities of regional institutions and military, police	2.2.2.1 The objectives are consistent/ with programmes implemented by other institutions focusing on enhancing capabilities of regional institutions and military, police personnel and/or workers involved in maritime **affairs in**	

and/or workers involved in maritime affairs?	personnel and/or workers involved in maritime affairs. 2.2.2 Alignment and complementarity with programmes implemented by other institutions focusing on enhancing maritime security to assess if the capacity-building component could complement other efforts aimed at improving maritime security	**the Gulf of Guinea.** 2.2.2.2 There are complementarities between the project and other interventions focusing on enhancing capabilities of regional institutions and military, police personnel and/or workers involved in maritime affairs. 2.2.3.4 There is no sign of duplication of activities between the project and other interventions in the Gulf of Guinea due to the level of coordination with other partners (Harmonisation of training content for the same participants, etc.)	
Sub-question 2.3 How well is the project aligned with relevant international frameworks and UN resolutions and priorities in the maritime safety and security protocols[33]	2.3.1 Alignment with relevant international frameworks and UN resolutions and priorities in the maritime safety and security protocols field.	2.3.1.1 The project is consistent with relevant international frameworks and UN resolutions and priorities in the maritime safety and security protocols field.	
Sub-question 2.4 How well does the project component fit the political and operational context in the Gulf of Guinea countries and maritime and port authorities?	2.4.1 Alignment with the political and operational context in the Gulf of Guinea countries and maritime and port authorities.	2.4.1.1 The project is appropriate/tailored to the political and operational context of the Gulf of Guinea countries and their maritime and port authorities	

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[33] including the WPS Agenda, UN Convention on the Law of Sea, MARPOL Protocol, SOLAS Convention, Guidelines on Maritime Cyber Security Management of IMO, Resolution MSC-FAL.1-Circ.3-Rev.2: Guidelines on Maritime Cyber Security Management of IMO, Resolution MSC. 428 (98) on the Maritime Cyber Risk Management in Safety Management Systems, the IACS Recommendation on Cyber Resilience (No. 166).

Sub- questions	Evaluation criteria	Indicators	Data collection tools method
EQ3 Effectiveness - To what extent has the project's maritime safety and security component increased the capacity of military and police personnel and other beneficiaries in the Gulf of Guinea, and improved access to high-impact maritime training?			
Sub-question 3.1 To what extent have the planned outcomes and outputs of the maritime safety and security project component been achieved? What are the factors affecting the project component and the beneficiary institutions and trained personnel performance? Can we highlight some successes or challenges that impacted these results?	3.1.1 Capacity to achieve planned outputs and outcomes under the maritime safety and security component 3.1.2 Factors that have affected the programme's performance, beneficiary institutions and trained personnel	3.1.1.1 The activities were carried out in accordance with the annual work programme and budget (AWPB) and logical framework (Number of trainings, numbers of trained participants, type of support provided to the beneficiaries, etc.) and reasons for possible adjustments were explained 3.1.1.2 Existence of factors that have facilitated or hindered the project performances, beneficiary institutions and trained personnel (delays in the implementation of the activities/ change in the programme content, difficulties encountered, successes challenges that impacted or facilitated the results.)	Document review Survey Key informant interviews (KII) and focus group discussion (FGDs)
3.2 How effective are the design and training methodology in achieving the overall project objectives? Have partnerships been effective in delivering and attaining results, including the performance of the implementing partner?	3.2.1 Effectiveness of the design and training methodology 3.2.2 Partners' technical skills and operational capacity to deliver training	3.2.1.1 The design and methodological approach of the project and implementing partners facilitates the smooth implementation of the project 3.1.1.2 The technical skills and operational capacity of partners to provide training services are demonstrated (organization, human resources, etc.)	

Sub-questions	Evaluation criteria	Indicators	Data collection tools
3.3 To what extent and how is the project contributing to improved knowledge and skills, capabilities, and opportunities of maritime and port personnel to address risks and hazards in terms of security, safety and port security and port safety according to the pertinent cargo in the Gulf of Guinea countries?	3.3.1 Capacity to improve the knowledge and skills of maritime and port personnel to deal with risks and hazards in ports for relevant cargoes	3.3.1.1 The knowledge and skills of maritime and port personnel in managing risks and hazards in ports for the cargoes concerned have been improved through the trainings	
3.4 Is the project effective in supporting the process of becoming a Centre of Excellence?	3.4.1 Capacity to strengthen ISMI's role as a centre of excellence in maritime safety and security.	3.4.1.1 The project has succeeded to strengthen ISMI's role as a centre of excellence in maritime safety and security 3.4.1.2 The project is supporting ISMI to become a credible regional training centre capable of guaranteeing maritime safety in the waters of the Gulf of Guinea, by providing high-level technical skills.	
3.5 To what extent are a human rights-based approach, disability considerations, and a gender mainstreaming and inclusiveness strategy incorporated in the design and implementation of the project? (GEEW)	3.5.1 Capacity to address human rights-based approach, disability considerations and a gender mainstreaming and inclusion strategy in the design and implementation (GEEW).	3.5.1.1 The project has taken into account the human rights-based approach, disability considerations and a gender integration and mainstreaming in design and implementation (GEEW) strategy in its implementation	
Sub-questions	Evaluation criteria	Indicators	Data collection tools

EQ4 Efficiency - To what extent has the maritime safety and security component of the project delivered its results in a cost-effective manner and optimized partnerships through implementing partner arrangements?			
Sub-question 4.1 To what extent has the project produced outputs in a timely and cost-efficient manner, including through grant arrangements with the implementing partner (ISMI) and other partners (in comparison with alternative approaches? Were the project's resources (human) used as planned and fully utilized?	4.1.1. Capacity to deliver results in a cost-effective and timely manner, including through grant agreements with the implementing partner (ISMI) and other partners compared to other approaches; 4.1.2 Capacity to use Project's resources (human) used as planned (Absorption capacity of programme funds, performance of the experts, performance of the project management team for optimizing resources, use of project human resources as planned, execution of project expenditure as planned	4.1.1. 1 The Project has delivered its activities in a cost-effective and timely manner 4.1.2.1 The project's human resources (human) were mobilized as planned and fully utilized including 4. 1. 2. 2 The expertise mobilized by the implementing partner was made available and of good quality and it meets beneficiaries' expectations 4.1.2.3. The programme implementation arrangements are cost-effective and the implementing partner's management team contributes to optimizing resources (the implementing partners' administrative and financial team supports a strong and effective monitoring and evaluation mechanism)	Document review Survey Key informant interviews (KII) and focus group discussion (FGDs)
Sub-question 4.2 To what extent was the project including both activities and planned expenditures delivered as planned? What caused deviations from the original plan? Did the project apply adaptive management to adjust to implementation challenges?	4.2.1 Capacity to execute project expenditure as planned. 4.2.2 Capacity to cope with implementation difficulties and deviations from the initial plan particularly in order to verify if all	4.2.1.1 The project's financial resources were used as planned (analysis of significant changes to the project or its budget, delays in the start-up or during the implementation of the project, circumstances which prevent that the allocation or parts thereof can be used for intended purpose, disbursement rate of the project	

| | | the scheduled trainings, such as the training of trainers, have been organized. | is as planned and suggests that the funds allocated were enough to cover all activities and will have been spent by the end of the implementation period.)

4.2.1.2 The funds were made available in time for the activities of the implementing partner. (Respect of disbursement times act.)

4.2.2.1 The project applied adaptive management to adjust to implementation challenges.

4.2.2.2 The project implemented all the activities as planned within the agreed budget? | |
|---|---|---|---|---|
| 4.3 To what extent has the project component created benefits (intended or unintended) of integrating gender equality (or not) and what were the success or hindering factors? (GEEW) | 4.3.1 Capacity of the project to create benefits of gender mainstreaming and factors that facilitate or hinder success (GEEW). | 4.3.1.1 Gender equality has been integrated into the project (or not) and has generated intended and unintended benefits. 4.3.1.2 Existence of factors that created advantages (intentional or unintentional) when integrating/ or not gender equality. | | |
| 4.4 To what extent did the project component engage with environment-related content and practices in the delivered training for maritime and port personnel? (ENVSUSE) | 4.4.1 Ability of the project to integrate environmental content and practices into the training provided to maritime and port personnel (ENVSUSE). | 4.4.1.1 The project was able to integrate (or not) environmental content and practices into the training provided to maritime and port personnel

4.4.1.2 The integration of environmental content and practices into the training | | |

Sub- questions	Evaluation criteria	Indicators	Data collection tools
		provided to maritime and port personnel created specific benefits.	

Sub- questions	Evaluation criteria	Indicators	Data collection tools
5.1 To what extent have beneficiaries from training events reported changed behaviour or practices following the completion of the training? To what extent does the project component contribute to a broader maritime and port regional safety and security in the countries of the Gulf of Guinea?	5.1.1 Capacity to generate a change in behaviour or practices among beneficiaries following training. 5.1.2 Capacity to contribute to broader regional maritime and port security in the Gulf of Guinea countries	5.1.1.1 A change in behaviour or practices among beneficiaries following training is perceptible 5.1.2.1. Broader regional maritime and port security in the countries of the Gulf of Guinea as a result of project intervention (increase and improve data exchange among stakeholders/ institutions dealing with maritime security, strengthening environment to apprehend and prosecute maritime crime suspects; overall safety and security, etc.)	Document review Survey Key informant interviews (KII) and focus group discussion (FGDs)
5.2 What other observable end-results or organizational changes (positive or negative, intended or unintended) have occurred as a result of the implementation of the maritime safety and security project component? What are some of the factors that can hinder the contribution of the project to improving maritime security in the Gulf of Guinea? What measures should be put in place to ensure that the knowledge and skills	5.2.1 Ability to generate other observable end results or organizational changes (positive or negative, intended or unintended) as a result of implementing the maritime safety and security component.	5.2.1.1 Observable end results or organizational changes (positive or negative, intended or unintended) as a result of implementing the maritime safety and security component is perceptible 5.2.1.2 Factors that hinder the contribution of the project to improving maritime security in the Gulf of Guinea and recommendations on measures to achieve the longer-term impact of the project	

Sub- questions	Evaluation criteria	Indicators	Data collection tools
are applied to achieve the longer-term impact of the project?			

<table>

Sub- questions	Evaluation criteria	Indicators	Data collection tools

EQ6 Likelihood/signs of sustainability -To what extent are results of the maritime safety and security component of the project likely to be sustained in the long term. How is environmental sustainability addressed in the project?

Sub- questions	Evaluation criteria	Indicators	Data collection tools
Sub-question 5.1 To what extent are the project component's results likely to endure beyond the implementation of the activities in the mid to long term? What conditions will be necessary for sustainability of the activities? Will the trained personnel and institutions be able to maintain the progress made without continued external support?	5.1.1 Capacity to sustain results beyond implementation of medium- and long-term activities	5.1.1.1 The project has the capacity to sustain results beyond implementation of medium- and long-term activities. 5.1.1.2 The trained personnel and institutions are able to maintain the progress made without continued external support. 5.1.1.3 Challenges and good practices and identification of the conditions necessary for the sustainability of activities.	Document review Survey Key informant interviews (KII) and focus group discussion (FGD's)
Sub-question 5.2 What are the major factors which influence the achievement or non-achievement of sustainability of the project component? Did the project integrate any strategies to ensure the long-term sustainability of the project benefits? How can risks be mitigated and opportunities seized by project stakeholders?	5.2.1 Capacity to influence the achievement or non-achievement of the project sustainability. 5.2.2 Capacity to integrate strategies to ensure the long-term sustainability of the project benefits? 5.2.3 Capacity to mitigate and	5.2.1.1 Main factors influencing the achievement or non-achievement of the project sustainability. 5.2.2.1 Development of strategies to ensure the long-term sustainability of the project benefits (training of trainers, etc.) 5.2.3.1 Risks that can be mitigated and opportunities seized by project stakeholders	

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	opportunities seized by project stakeholders		
Sub-question 5.3 What can we learn to inform the future design of similar programming in other contexts? To what extent can the project be replicated elsewhere?	5.3.1 Ability to learn for the future design of similar project in other contexts*;* 5.3. 2 Capacity to replicate the project elsewhere	5.3.1.1 Lessons learned for the future design of similar project in other contexts*;* 5.3. 2 Recommendations on how to replicate the project elsewhere	

Annex G. Evaluation consultant agreement form

Annex: Evaluation Consultant Code of Conduct and Agreement Form

The evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[1]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name / STEPHANIE VERGNIAULT_____

Name of Consultancy Organization (where relevant): __N/A _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to a potential conflict of interest.

Signed at Patmos – Greece on 3/09/2024

Signature: _____ _____

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

· **Honest and truthful** in my communication and actions.

· **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.

· **Independent, impartial and incorruptible.**

ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

· **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.

· **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.

· **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

· **Access to** the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.

· **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.

· **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

· **Explicit and ongoing consideration of risks and benefits** from evaluation processes.

· **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.

· **No harm.** I will not proceed where harm cannot be mitigated.

· **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

STEPHANIE VERGNIAULT   03/09/2024 Patmos -Greece

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Annex: Evaluation Consultant Code of Conduct and Agreement Form

The evaluator:

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7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[1]

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: __Benjamin Antwi Serebour__
_____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to a potential conflict of interest.

Signed at *Accra* on *02/09/2024*

Signature: _____

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[1] www.unevaluation.org/unegcodeofconduct

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- **Independent, impartial and incorruptible.**

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- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

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- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).
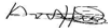
BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

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- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

_____   02/09/2024 _____ (Signature and Date)

Annex H: Programme of field visits in Abidjan and Dakar

Field visits were conducted to Abidjan from 4 to 8 November 2024 and in Dakar from 11 to 14 November 2024. These visits were aligned with training courses organized by ISMI and its partner, ENCVR, focusing on (1) **Handling of Dangerous Bulk Cargo (Basic Level in Abidjan)** and (2) **Cybersecurity for IT Operators in Maritime Institutions (in Dakar)**.

The field visits provided an opportunity for the team to interview key implementing partners, namely ISMI and ENCVR, as well as various beneficiaries, including police officers, civil and port personnel, representatives of maritime institutions, and port authorities. Additionally, several focus group discussions were held with past training participants during these visits.

Deliverables ISMI training November 2024	Envisaged Number of Beneficiaries (Participants)	Location	Delivery Date in 2024
(1) Handling of dangerous bulk cargos (Basic Level)	25	Abidjan	4-8 Nov. 2024
(2) Cybersecurity for computer operators of Maritime Institutions	16	Dakar	11-15 Nov. 2024

VISIT SCHEDULE FOR THE EVALUATION MISSION OF THE SAFE PORT PROJECT - ABIDJAN (4-8 NOVEMBER 2024)

DATES	HEURES	ACTIVITES	LIEU	PARTICIPANTS
Lundi 4 Nov.	9h15	Accueil par le Directeur de l'ISMI	ARSTM, Abidjan Yopougon	Directeur de l'ISMI
	9h30	Participation à la session d'ouverture du stage "Manipulation des marchandises dangereuses transportées en vrac"		Directeur de l'ISMI+Auditeurs+Evaluateurs+Presse
	10h15	Visite des installations de l'ARSTM et de l'ISMI		Directeur de l'ISMI+Evaluateurs
	11h00	Echanges avec le Directeur de l'ISMI		Directeur de l'ISMI+Coordinateur pédagogique+Evaluateurs
	12h00	Echanges avec la Cheffe du Département Finances		Cheffe du Dprt Finances+Coordinateur pédagogique+Evaluateurs
	13h00	Pause-déjeuner		
	14h30	Participation à la session de formation en cours (imprégnation)		Formateur+Auditeurs+Evaluateur
	15h30	Echanges avec les Cheffes de Départements (Logistique/Communication)		Cheffes des Dprts LOG/COM+Evaluateurs
	17h00	Fin de la première journée		

Mardi 5 Nov.	**10h00**	Rencontre avec le Secrétaire Permanent de l'Action de l'Etat en Mer (SEPCIM)	Cocody Vallon	SEPCIM+Evaluateurs
	11h30	Rencontre avec les Points focaux de la Direction Générale des Affaires Maritimes et Portuaires (DGAMP)	Cocody Aghien Cocody Aghien	Point focaux (Directrice de la Sûreté portuaire/Police maritime)+Evaluateurs
		Rencontre avec qques Auditeurs de la DGAMP (Sûreté/Police maritime)		Point focal+Evaluateurs
	13h00	Pause déjeuner		
	15h00	Rencontre avec les formateurs locaux	Cocody Aghien	Formateurs IMDG, Code ISPS, Conduite nautique+Evaluateurs
Mer. 6 Nov.	**10h00**	Rencontre avec le Point focal du Port Autonome d'Abidjan (PAA)/Echanges avec quelques auditeurs	Treichville, PAA	Point focal+Evaluateurs
	11h30	Rencontre avec le Point focal Abidjan Terminal/Echange avec un auditeur		Point focal+Evaluateurs
	12h30	Pause déjeuner		
	14h00	Rencontre avec le Point focal Côte d'Ivoire Terminal/Echange avec un auditeur		Point focal+Evaluateurs
Jeu. 7 Nov.	**10h00**	Rencontre avec le Point Focal Police Scientifique/ Echanges avec l'auditeur	Cocody	Point focal+Evaluateurs
	11h30	Rencontre avec le point focal du Centre Ivoirien Anti-pollution (à confirmer)	Plateau	Point focal+Evaluateurs
	12h30	Pause-déjeuner		
Vend. 9 Nov.	**10h00**	Participation au débriefing de la formation	ARSTM, Abidjan Yopougon	Directeur de l'ISMI+Formateurs+Auditeurs+Evaluateurs
	11h00	Participation à la session de clôture/Remise de certificats		Directeur de l'ISMI+Auditeurs+Evaluateurs
		Discussion avec des auditeurs sur leurs impressions liées à la formation		Auditeurs+Evaluateurs
	13h00	Pause déjeuner		
	14h30	Débriefing général/Préparation de la mission de Dakar		

VISIT SCHEDULE FOR THE EVALUATION MISSION OF THE SAFE PORT PROJECT - DAKAR (11-15 NOVEMBER 2024)

DATE	HEURES	ACTIVITES	LIEU	PARTICIPANTS
Lundi 11 Nov.	9h15	Accueil par le Directeur de l'ISMI/Directeur Général de l'ENCVR CYBER de Dakar	Dakar ENA	Evaluateurs+Directeur de l'ISMI+ Directeur de l'ENCVR CYBER de Dakar
	9h30	Participation à la session d'ouverture du stage "Sécurité informatique pour les informaticiens des institutions maritimes"		Directeurs ISMI/DG ENCVR+Auditeurs+Evaluateurs+Presse
	10h15	Visite des installations de l'ENCVR		DG ENCVR+Evaluateurs
	10h30	Echanges avec le Directeur Général de l'ENCVR		DG ENCVR+Evaluateurs
	11h30	Echanges avec le chargé d'étude/formateurs		Chargés d'Etude+Formateurs+Evaluateurs
	13h00	Pause-déjeuner		
	14h30	Participation à la formation	ENCVR Dakar	Evaluateurs+Formateurs+Auditeurs
Mar. 12 Nov.	10h00	Rencontre avec le SG HASSMAR (Haute Autorité Sécurité/Sûreté maritime)	Dakar	SG HASSMAR+Point focal
	11h00	Rencontre avec qques Auditeurs de la HASSMAR (cours cybersécurité)		Point focal+Evaluateurs+Auditeurs
	12h00	Pause déjeuner		
Mer. 13 Nov.	10h00	Rencontre avec le Point Focal du Port Autonome de Dakar	Dakar	Point focal+Evaluateurs
	11h00	Rencontre avec les auditeurs	Dakar	Auditeurs+Evaluateurs
	12h30	Pause-déjeuner		
Jeud. 14 Nov.	10h00	Rencontre avec le DG-ANAM (Agence Nationale des Affaires Maritimes)	Dakar	DG+Point focal+Evaluateurs
	11h00	Rencontre avec les auditeurs		
	12h00	Pause déjeuner		
Vend. 15 Nov.	10h30	Participation au débriefing de la formation	ENCVR CYBER	Directeur de l'ISMI+DG ENCVR+Formateurs+Auditeurs+Evaluateurs
	11h30	Participation à la session de clôture/Remise de certificats		Directeur de l'ISMI+DG ENCVR+Formateurs+Auditeurs+Evaluateurs
		Discussion avec des auditeurs sur leurs impressions liées à la formation		Auditeurs+Evaluateurs
	13h00	Pause déjeuner		
	14h30	Débriefing général (si nécessaire)		Directeur de l'ISMI+Evaluateurs

Annex I: Assessment of Evaluation Criteria

Criteria	Status of Achievement			Remarks

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1. **Relevance**	The evaluation findings indicate the project's relevance in addressing existing and emerging maritime safety and security challenges in the GoG region. It aligns with the capacity needs of the participants and the institutions who participated in the project. The project also aligns with the 2030 agenda for sustainable development, German Foreign Office policy guidelines for Africa, and UNITAR 2022 to 2025 strategic framework	Highly Satisfactory
2. Coherence	The project demonstrates coherence with national and regional maritime institutions protocols aimed at improving maritime safety and security. It aligns with the G7++ Friends of the Gulf of Guinea (FoGG) framework, an initiative established in 2013 to strengthen maritime security in the GoG. Furthermore, the project demonstrates strong internal coherence, aligning closely with other UNITAR initiatives on similar topics implemented over the years across various regions. However, at present, there is no centralized mechanism for coordinating or sharing information about the training provided to port personnel through various interventions in the GoG and no information about coordination with other multilateral or bilateral actors.	Satisfactory
3. Effectiveness	The intended outcomes and outputs of the project were achieved. The participants gave a very high rating for the usefulness of the knowledge and skills acquired from the training in their day-to-day operations. This demonstrates the effectiveness of the strategy that was employed to design the training. However, the findings indicate a low participation rate of women of less than 30 per cent, indicating the need to ensure gender equality in subsequent projects.	Satisfactory

4.	Efficiency	Delays in the transfer of funds made it difficult for ISMI to adhere to the schedule for the training activities. However, ISMI employed adaptive management approaches to ensure the implementation of the activities. The institution demonstrated strong technical expertise and operational capacity which resulted in the successful delivery of high-quality training. The training activities also aligned with international standards such as the ISPS code.	Satisfactory
5.	Likelihood of Impact	Some of the participants shared how they have implemented the knowledge and skills acquired from the training. However, at this point, it will be difficult to assess the impact of the project. Notwithstanding, the feedback received from the students indicates a high likelihood of the project contributing to broader goals of enhancing maritime safety and security in the region.	Satisfactory
6.	Likelihood of Sustainability	The results from the survey indicate that the participants have shared the knowledge acquired from the training with their colleagues which is an important sustainability measure. Furthermore, the majority of the survey respondents reported that they intend to remain in the institution for a longer period, leading to the continuous application of the knowledge and skills and the long-term sustainability of the project. However, it will be important for UNITAR and its partners to conduct ToT in future to have a larger pool of regional and national trainers which will be key for the sustainability of the results.	Satisfactory

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