



Final evaluation of DIHR's Sustainable Oceans Project

Final Evaluation Report

11.07.2023

Danish Institute for Human Rights



Name of the project:

Final evaluation of "Sustainable Oceans - pursuing a human rights-based approach to fisheries and aquaculture» (2018-2023)" (Sustainable Oceans Project).



Client Name:

Danish Institute for Human Rights



Time period:

April 2023 - September 2023



Project participants/Author(s):

Title:

Affiliation:

Kirsten Sandberg Natvig

Team leader

Senior Partner

Per Nitter Bondevik

Team member

Senior Partner

Trond Norheim

Quality Assuror

Senior Partner

Acknowledgement

A big thank you to the Danish Institute for Human Rights and the Sustainable Oceans project team for giving us insight into an impressive journey of bridging two worlds. In a very short time, the Sustainable Oceans project has brought human rights awareness to key people and institutions seeing fisheries and aquaculture from a natural management or wealth accumulation perspective. Also, for the first time, fisheries and aquaculture have been put on the agenda for organisations and institutions working for human rights, labour rights and social wellbeing.

We wish the best for the continuation of this important endeavour.

On behalf of the team,

Kirsten Sandberg Natvig,
Responsible Business Advisors/Scanteam
Oslo, 11.07.2023

Abbreviations

| | |
|---------|--|
| BHR | Business and Human Rights |
| CI | Conservation International |
| CONADEH | Human Rights Commission in Honduras (Comisionado Nacional de Derechos Humanos, Honduras) |
| CSO | Civil Society Organisation |
| DIHR | Danish Institute for Human Rights |
| EJF | Environmental Justice Foundation |
| ESCR | Economic, Social, and Cultural rights |
| FAO | UN Food and Agriculture Organisation |
| GANHRI | Global Alliance for National Human Rights Institutes |
| HR | Human Rights |
| HRBA | Human rights-based approach |
| HRDD | Human rights due diligence |
| IWGIA | International Work Group for Indigenous Affairs |
| ILO | International Labour Organisation |
| INC | International Negotiations Committee |
| INGO | International non-governmental organisation |
| MTR | Mid-term review |
| NAP | National Action Plan (for business and human rights) |
| NANHRI | Network of African National Human Rights Institutes |
| NHRI | National Human Rights Institute |
| OHCHR | United Nations' Office of the High Commissioner for Human Rights |
| RBC | Responsible Business Conduct |
| SDG | United Nations' Sustainable Development Goals |
| SPC | The Secretariat for the Pacific Community |
| SWIA | Sector Wide Impact Assessments |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| UN | United Nations |
| UNGP | United Nations Guiding Principles for Business and Human Rights |

Table of Contents

| | |
|---|----|
| Abbreviations | 1 |
| 1 Executive summary | 3 |
| 2 Background and methodology | 4 |
| 2.1 The Sustainable Oceans project | 4 |
| 2.2 Methodology | 5 |
| 3 Findings | 6 |
| 3.1 Effectiveness | 6 |
| 3.2 Relevance | 17 |
| 3.3 Coherence | 19 |
| 3.4 Efficiency | 22 |
| 3.5 Impact and Sustainability | 25 |
| 4 Conclusions and recommendations | 28 |
| 4.1 Conclusions | 28 |
| 4.2 Mainstreaming delivery mechanisms | 29 |
| Annex A: Terms of Reference | 34 |
| Annex B: Documents reviewed | 37 |
| Annex C: Interview guides | 39 |

1 Executive summary

In 2017, Sida approached the Danish Institute for Human Rights (DIHR) and asked if they could develop a project that filled the human rights gap in the Sustainable Development Goal (SDG) 14 “Life below water”. DIHR took the challenge, and selected two sectors: fisheries and aquaculture, and two case countries: Chile and Bangladesh. They developed a Theory of Change saying that if they could document human rights impacts in fisheries and aquaculture and convene multi-stakeholder dialogues, and if they could provide adequate tools and practices, then human rights impacts would be addressed in selected national and global dialogues, policies and strategies for sustainable development and responsible business.

This evaluation has found that the Sustainable Oceans project has done what it set out to do, and reached its expected goals. Human rights impacts in fisheries and aquaculture have been documented in Chile, Bangladesh, Honduras, Ghana and a number of other places. Dialogues have been convened between key actors within human rights, governments, the United Nations (UN), fisheries management, environmental and natural resource management, coastal authorities, industry, fisherfolk, indigenous peoples, trade unions and organisations at local, national, regional and global level. The Sustainable Oceans project has made useful sector-relevant resources and tools.

The approach of documentation, making tools and convening key players to multistakeholder dialogues is found to be relevant, and bringing in a human rights-based approach into fishery and aquaculture has brought value added to the awareness of human rights impacts in the two sectors. The project is found to be coherent with both the DIHR and Sida strategies.

The project met some start-up challenges and used longer time than planned on its first processes, but has over-delivered the last years of its cycle, making the overall efficiency appear good. DIHR uses partners for specific tasks, but is implementing most of the project themselves, hence a larger share has gone towards DIHR salaries than would have been the case for a “normal” partner-led development project. DIHR has shown large abilities to be flexible, adaptive and able to detect, reflect, and act on lessons learned.

There has been an impressive number of dialogues held at different levels, but it seems too early to talk about impacts at societal level, with the exception of a handful concrete improvements for poor small-scale fisherfolk in a local place in Bangladesh. The project does not appear to have been designed for follow-up to ensure sustainability.

DIHR has overfulfilled their work plans, over-accomplished their results framework, learned many lessons and acquired a number of new partnerships and collaborative networks. It is now time to take one step further and create human rights improvements on the ground. Creating sustainable outcomes and impacts takes time, thus for the next phase DIHR ought to *concentrate* their efforts around fewer areas.

This evaluation recommends that for efficiency, DIHR dares to take one step back and select others to carry out larger bulks of the project. DIHR is further recommended to consider centralisation of dissemination of tools and training to mainstream uptake. Selection of what they shall do should be guided by value addition. The next phase should be planned and designed for sustainability. The project

is advised to make a results framework detailed enough to be used as a planning and monitoring tool for project implementation.

2 Background and methodology

2.1 The Sustainable Oceans project

DIHR developed the Human Rights Guide to the Sustainable Development Goals (SDG)¹ that shows how the 169 SDG targets are underpinned by legally binding human rights standards. Sida approached DIHR as they had registered the lacking linkage between human rights and the effectuation of SDG 14 on Life below water: “Conserve and sustainably use the oceans, seas and marine resources for sustainable development”. DIHR accepted the challenge from Sida, and developed the project “Sustainable Oceans - pursuing a human rights-based approach to fisheries and aquaculture” (Sustainable Oceans Project) in late 2017. DIHR found that within the sectors falling under SDG 14, fisheries and aquaculture were the two that mostly impacted on human rights, covering the following (from the project proposal):

- The right to food and to adequate standard of living
- The right to a healthy environment
- The right to the highest attainable standard of health
- The right to “decent work”, including fundamental labour rights related to eliminating discrimination (including discrimination against traditional occupation such as artisanal fisheries), forced labour and child labour; occupational safety and health, and; freedom of association
- Customary rights to land, territories and resources
- The right to participation in decisions and public affairs

DIHR chose two countries for in-depth studies, one with an ongoing partnership and another with strong inhouse expertise, where it was thought to be possible to uncover human rights implications of fisheries and aquaculture, namely Chile and Bangladesh. The two countries were selected “to build strong evidence-base for regional and global advocacy, provide relevant high-quality input to global processes and test tools and approaches through partnerships on the ground, with a view to scaling up in other geographies” (project proposal).

The project’s **Theory of Change** (ToC) was revised in 2021 following a midterm review. The revised ToC can be read as:

“The oceans’ fish populations are threatened due to poverty, overfishing, illegal, unreported and unregulated fishing (IUU), environmental degradation and climate change. The full enjoyment of human rights depends on a healthy environment and biological diversity, but duty-bearers still do not fully live up to their obligations to ensure the health, wealth and equity of our oceans, and provide the necessary support to safeguard the human rights of millions of rights-holders that depend on it.”

¹ <https://sdg.humanrights.dk/>

IF findings and recommendations from Sector-wide impact assessments (SWIAs) and other targeted studies/actions are discussed in multi-stakeholder dialogues for sustainable development and responsible business in the fisheries and aquaculture sectors in Bangladesh and Chile and selected African countries;

and IF the human rights implications and impacts of fisheries and aquaculture sectors are discussed and addressed by key actors within the fields of sustainable development, responsible business and human rights at regional and global scales;

THEN key stakeholders undertake initiatives and apply approaches and tools for mitigating and monitoring negative impacts and advancing human rights in the fisheries and aquaculture sectors in Bangladesh and Chile and selected African countries. THEN Key stakeholders apply tools and approaches to monitor and mitigate adverse human rights impacts of the fisheries and aquaculture sectors.

PROVIDED THAT knowledge products generated to date provide new insights into the links between fisheries/ aquaculture and human rights; and that key stakeholders are interested and willing to adopt and promote DIHR tools and approaches; and that national level findings can be used for development of generic tools and approaches at the regional and global levels.

THEN the human rights impacts of the fisheries sector are documented and addressed in multi-stakeholder dialogues on sustainable development, responsible business and human rights in selected countries, including Bangladesh and Chile and selected African countries (Objective one);

and good practice, tools and guidance to identify, address and monitor the human rights implications and impacts of the fisheries and aquaculture sectors are developed, disseminated, discussed and applied by key actors within the fields of sustainable development, responsible business and human rights at a global scale (Objective 2).

If all this is achieved, THEN human rights implications and impacts pertaining to fisheries and aquaculture are documented and addressed in selected national and global dialogues, policies and strategies for sustainable development and responsible business (Overall objective)."

2.2 Methodology

The Objectives of the evaluation according to the Terms of Reference (ToR) are:

- To be a valuable tool to shape the design of future activities and methodologies for engagement on Sustainable Oceans - pursuing a human rights-based approach to fisheries and aquaculture.
- Provide constructive and concrete guidance on ways to improve future partnership(s) along with conclusions/ recommendations on how to build on the achievements for future continuation and/or expansion of the Sustainable Oceans Project.

1. Document Review

The Team conducted a thorough document review of reports and publications produced under the project, project documents such as the Project's Theory of Change, DIHR's annual reports to Sida, the outcome harvesting, and broader DIHR strategic plans and policies.

2. Key informant stakeholder interviews

The Team has carried out interviews with 17 external stakeholders. Interviewees were selected in collaboration with DIHR.

3. Workshop

A five-hour hybrid workshop with Project staff was carried out on the DIHR premises in Copenhagen with three physical and three virtual participants.

3 Findings

3.1 Effectiveness

The mid-term review (MTR) in 2020 rated the effectiveness of the project to be “highly satisfactory”, and noted that already then both intermediary and more long-term outcomes had been achieved. The MTR included a revision of the results framework and the ToC to ensure effective focus of activities for the remainder of the project implementation. Prior to the project, human rights had not been considered relevant for fisheries in Chile and Bangladesh, the two countries where the project had carried out Sector Wide Impact Assessments (SWIAs), see Box 1. These brought evidence of human rights violations in Chilean aquaculture and for capture fisherfolk in Bangladesh. DIHR and partners used evidence from the SWIAs to create awareness in both Bangladesh and Chile. The MTR highlighted that combining the Human Rights messages with the SDGs created unprecedented leverage for advocacy in Bangladesh.

Box 1: DIHR's Sector Wide Impact Assessments (SWIAs)

SWIAs aim to examine the human rights impacts of a specific business sector in a geographical context by combining in-depth data collection from multiple field locations, while coupling those data with legal and policy analysis, stakeholder interviews and local and national level dialogues to help stakeholders see the “bigger picture” of potential negative impacts of a sector's activities, as well as potential opportunities for positive human rights outcomes, and to make choices based on this broader picture. A SWIA: Addresses multiple levels of analysis - project level impacts, cumulative impacts and sectoral impacts; Aims to shape policy, law and projects; Can form the basis for future project-level environmental, social and/or human rights impact assessments; Involves more extensive field research; Takes a broad view of human rights impacts and serves as a public resource.
(Source: Project's Midterm Review)

DIHR has registered 81 expected and unexpected, positive and negative results in its outcome harvest database. The results have been registered to have occurred under the Sustainable Oceans project between April 2020 and March 2023. One outcome is rated to have major significance, 19 as important, 45 as moderate and 16 have minor significance. 77 are rated as positive and four as negative. 24 outcomes were expected, 57 were unexpected. Outcomes are registered in 14 individual countries, four regions, as well as at the global level, see Table 1.

The database is designed to tag outcomes to a series of aspects, such as SDGs, gender-sensitive effect, gender significance, cross-cutting themes, project logical framework, and contribution to programme ToC. However, for the Sustainable Oceans Project, only the tags for SDGs and gender-sensitive effect have been used. The outcome database informs if outcomes are expected or unexpected, but does not say anything about if and why expected outcomes have not occurred.

Table 1: Countries and regions where project outcomes (#) are registered

| Country | # | Positive | Negative | Expected | Un-expected | Major | Important | Moderate | Minor |
|-----------------|----|----------|----------|----------|-------------|-------|-----------|----------|-------|
| Chile | 22 | 19 | 3 | 3 | 19 | 1 | 8 | 11 | 2 |
| Global | 18 | 17 | 1 | 8 | 10 | 0 | 3 | 11 | 4 |
| Bangladesh | 11 | 11 | 0 | 1 | 10 | 0 | 4 | 6 | 1 |
| Norway | 5 | 5 | 0 | 2 | 3 | 0 | 0 | 5 | 0 |
| Ghana | 3 | 3 | 0 | 2 | 1 | 0 | 0 | 2 | 1 |
| Kenya | 3 | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 3 |
| Regional Africa | 3 | 3 | 0 | 1 | 2 | 0 | 1 | 2 | 0 |
| Denmark | 2 | 2 | 0 | 0 | 2 | 0 | 1 | 1 | 0 |
| Madagascar | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 2 |
| Philippines | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 1 | 1 |
| United Kingdom | 2 | 2 | 0 | 0 | 2 | 0 | 0 | 1 | 1 |
| Honduras | 1 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | 0 |
| Italy | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| Netherlands | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| Regional Asia | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| Regional Europe | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 |
| Regional LAC | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |
| Senegal | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Switzerland | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 |

Of the one major and 19 important outcomes, two were expected and the rest unexpected. Three were negative, and 17 were positive. One negative and two positive important outcomes were labelled confidential.

The bulk of the registered outcomes concerns invitations for DIHR to come and present their work in new platforms and arenas where the combination of fisheries/aquaculture and human rights had previously not been addressed. These are labelled as unexpected and significant as they are proofs of how the “good word” has been spreading.

There are many ways of designing theories of change and results framework. For this project, *new awareness* seems to be what is registered as outcomes. The project does not appear to have followed up, traced, or monitored what happens with the awareness once it has been created.

Starting from zero, DIHR has been an important bridge between the silos of human rights and labour rights on the one hand and fisheries and environment on the other. Informants working at regional and international level were of the opinion that the interest that different players showed during meetings, dialogues, conferences and seminars was very promising and should be considered as results in themselves. Informants felt that considering that a only few years ago, no one looked at fisheries and human rights in combination, the many key actors, stakeholders, milieus, processes and arenas that have been exposed to this agenda in only five years is nothing less than impressive. Here, it is important to remember that the project has been implemented in a geopolitical settings of push-backs for human rights in specific countries and internationally. Thus, being able to set this new combination on the agenda, so firmly and so fast, while working against the current, deserves respect.

Box 2: Objectives of the Sustainable Oceans project

Overall objective

Human rights implications and impacts pertaining to fisheries and aquaculture are documented and addressed in selected national and global dialogues, policies and strategies for sustainable development and responsible business.

Objective 1

Human rights impacts of the fisheries sector are documented and addressed in multi-stakeholder dialogues on sustainable development, responsible business and human rights in selected countries, including Bangladesh and Chile and selected African countries.

Objective 2

Good practice, tools and guidance to identify, address and monitor the human rights implications and impacts of the fisheries and aquaculture sectors are developed, disseminated, discussed and applied by key actors within the fields of sustainable development, responsible business and human rights at a global scale.

The Sustainable Oceans project has achieved its objective one (see Box 2) on documenting human rights impacts of the fisheries sector and addressed these in multi-stakeholder dialogues on sustainable development, responsible business and human rights in selected countries, including Bangladesh, Chile and selected African countries.

The findings from the SWIAs about the different human rights violations can be considered as results in themselves. These have been advocated in many different ways to different stakeholders, and governments in both Chile and Bangladesh have received recommendations with interest.

Partners in Bangladesh and Chile shared the following outcomes with the evaluation team:

- In Bangladesh, findings were many, i.e. small-scale fisher people were not covered by the labour law; they did not have access to most public services; fisherwomen were not counted as fishers even though they work with fisheries; many did not have the ID card they need to receive social services; boat-owners gave fisherfolk credit when they were out of money, tying them to the boat in bonded labour.
- In Bangladesh, there were concrete improvements made for small-scale fisherfolk. Evidence from the SWIA convinced local authorities to revise their list of who were eligible to receive the fisherfolk's ID-cards, which had the effect that more fisherfolk from small wooden boats were included, that again gave them the right to receive some social benefits during the government-imposed fishing-ban periods.
- Furthermore, local boatowners in the area where the SWIA was made have agreed to provide better contracts with improved conditions for fisherfolk who rent the boats. Also, unions have started to organise small-scale fishers as a result of the project. One high level public officer in the Ministry of Fisheries promised to act on the finding that small-scale fisherfolk are not covered by the labour law.
- For the Chilean aquaculture sector, the MTR highlighted the unexpected outcome that the UN Special Rapporteur recommended that the Norwegian government should work to enhance its reputation as a world leader in fulfilling its environmental and human rights commitments, and

protecting the rights of indigenous peoples, protecting the environment and highlighting the connections between human rights, healthy ecosystems and healthy people. The MTR concluded that *“DIHR has laid a solid foundation for future work and other advocacy organizations, governments and donors to capitalize upon from Mid-Term onward”*.

- In Chile, the national fisheries service, that inspects and monitors catches from a natural resources management perspective, has started with internal human rights training.

The Sustainable Oceans project has achieved its objective two (see Box 2) on developing good practice, tools and guidance to identify, address and monitor the human rights implications and impacts of the fisheries and aquaculture sectors, and disseminating and discussing these with key global actors.

DIHR's tools on how to bring human rights and indigenous peoples' rights into fisheries are found to be good and useful, but some need further guidance. Connecting fisheries and human rights instruments and set light on the importance of human rights in fisheries is seen as important achievements. In general, partners and external informants to this evaluation found that the DIHR tools were helpful and useful. Several mentioned the SWIA methodology as useful, and how that could be adopted into several other impact assessment instruments. DIHR has been approached by many different institutions and organisations for DIHR to assist them in adopting the SWIA to their processes, or integrating Human Rights into their existing impact assessment tools. One informant thought that the SWIA methodology could be clearer in how data would best be collected.

In Honduras, the national human rights commission CONADEH asked DIHR for assistance to carry out a study on the lobster sector on the South-East coast, and DIHR suggested to do a SWIA, based on the experience from Chile. DIHR trained the CONADEH team, contracted consultants and co-developed the assessment tool. Following this, CONADEH has announced that they will create a separate department for fisheries and human rights as a result of the capacity building on the rights of fishery communities that DIHR has delivered.

The Secretariat for the Pacific Community (SPC) and the DIHR set up a training in Fiji on business and human rights in the Pacific tuna supply chain in February 2023.

The factsheet on how the UN Guiding Principles on Business and Human Rights can be applied to the fisheries sector in Africa was mentioned as useful, although the informant had used it in another continent.

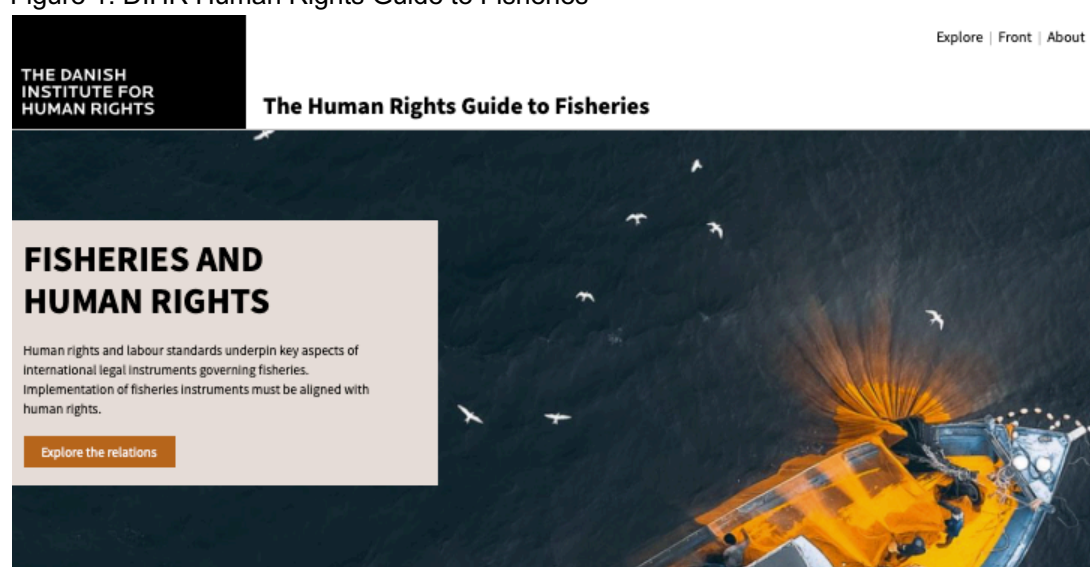
Also, informants were eager users of other DIHR tools, like the SDG tool; indigenous navigator; gender tools; National Action Plan guidance; and peer learning tools for environmental assessment.

DIHR does not have overview of the uptake of their tools. DIHR has developed many tools, and most have been very successful and useful to the ones who know about them. It is unclear how the tools are marketed to the greater global audience beyond the multi-dialogue settings where DIHR is present. Furthermore, not all tools are directed at specific target groups. DIHR staff informed that some of the tools ought to be made more user-friendly, and made to be easier to use for advocacy purposes.

Oceans do not appear to be fully integrated in DIHR. While informants to this evaluation said that the greatest achievements have been to integrate human rights in fisheries and fisheries into human rights,

fisheries only appear to be partly integrated into DIHR itself. When looking at the DIHR webpage, there are 11 thematic areas listed, but fisheries is not one of them. If one enters fisheries in the search field, the user will be directed to a page for the project with all the tools and reports (<https://www.humanrights.dk/promoting-human-rights-fisheries-aquaculture>). At the very end of the project page, the newly published Human Rights Guide to Fisheries is featured. Since this was published relatively close in time to the final evaluation, none of the external informants had seen or used it, while many had missed it and wanted it. Thus, for those not already familiar with the sustainable oceans project, information seems hard to find. Under Tools and under SWIAs, neither the fishery SWIA from Bangladesh nor the aquaculture SWIA from Chile are posted. None of the Sustainable Oceans' countries feature under "Where we work". The Human Rights Guide to Fisheries is quite high up under Tools, but none of the other resources or reports can be found without actively searching for Fisheries or Oceans in the search field.

Figure 1: DIHR Human Rights Guide to Fisheries



International instruments on Fisheries

Explore how fisheries instruments reflect human rights and labour standards.

| | | |
|--|--|---|
| <p>The RAI principles</p> <p>The Principles for Responsible Investment in Agriculture and Food Systems</p> | <p>PSMA</p> <p>Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing, 2010</p> | <p>The VGGT Guidelines</p> <p>The Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security</p> |
| <p>The Right to Food Guidelines</p> <p>The Voluntary Guidelines to support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security</p> | <p>UNCLOS</p> <p>UN Convention on the Law of the Sea</p> | <p>The SSF Guidelines</p> <p>The Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication</p> |
| <p>The Code of Conduct</p> <p>The Code of Conduct for Responsible Fisheries, 1995</p> | | |

<http://fisheries.humanrights.dk/en>

While the Sustainable Oceans project achieves wide praise, there are also some possible negative effects. “Human Rights” have different connotations in different countries. In Chile, people tend to think about human rights violations as the executions and disappearances that happened after the coup against President Allende in 1973. Thus, being accused of violating human rights can be taken very negatively. In Bangladesh, where the national human rights commission is said to be weak and powerless, DIHR was told that the government was not very interested in human rights as such, but rather in doing something about poverty. Therefore, it was advised that the advocacy following the SWIA’s had a poverty reduction perspective. These two examples show how important understanding of context is. Using the right words to the right people can lead to results. See Box 3 for possible negative effects.

Box 3: Possible unplanned, negative effects

To many Chileans, the concept “Human Rights” is associated with the kind of human rights violations that occurred under the coup in 1973 and the following dictatorship, thus being accused of violating human rights has additional connotations than in many other countries, which affects how such accusations are received. The SWIA in Chile uncovered human rights violations in the salmon industry. While responsible business has become internalised in some sectors in Chile, like the mineral or energy sectors, the salmon sector reacted very negatively to the findings in the SWIA, and answered by a smear campaign portraying DIHR as an agency that acted on behalf of foreign competitors against the Chilean salmon industry to win their market share. This resulted in a delicate confrontation by employees who feared for their jobs. The salmon industry refused to meet DIHR to discuss the findings but arranged their own seminar with focus on human rights, showing that for the first time, they wanted to understand the kind of responsibility they have for respecting the human rights of their employees and people being affected by their operations. The industry have also agreed to discuss human rights with other actors, like the International Labour Organisation (ILO). DIHR decided to disengage its engagement with the salmon industry, and leave the follow-up to other actors, like ILO and environmental organisations.

In Bangladesh the SWIA uncovered a number of human rights and labour rights issues. Active lobbying contributed to increased public attention to human rights issues in the fisheries sector. A new law was passed that obliged all fishing boats to have proper safety equipment. While this is overall very positive for fisherfolk who may get reduced risks in the daily work, informants pointed to the fact that small boat owners may not afford the mandatory equipment which would lead to people losing their jobs, or boats continue fishery without safety equipment, pushing the small-scale fishers even deeper into the informal sector.

Furthermore, in Bangladesh informants considered that going to poor small-scale fishers for the SWIA and take their time without providing any form of compensation, negatively affected the goodwill of the local organisations carrying out the study. Also, the close-down of the project after such short time before tangible results had been reached was seen as a lost opportunity where the dire findings would lose weight.

Carrying out studies on fisheries and human rights is complicated as little data exists, and one has to trust the data that is available. In a study made in Ghana, it appeared that small-scale fisherfolk did not contribute to over-fishing, but this was later found not to be fully trust-worthy. Evidence is a powerful advocacy tool, but it is important that the evidence is correct for trust in the institute to be upheld.

The Sustainable Oceans project has to a very large extent influenced dialogue on national, regional and global policy formulation to enhance the human rights impacts of the aquaculture and fisheries sector. Over the project’s five years, a large number of multistakeholder meetings and presentations have been held locally, nationally, regionally and internationally, placing human rights on the agenda for key decision and policy makers working on fisheries and environmental conservation, as well as placing fisheries on the agenda for people working with different aspects of human rights. These

meetings have been large and small, open and closed, virtual and physical. Some have had as a main goal to share information and disseminate findings, while others have aimed at carving out common responses and recommendations through dialogue.

The inception workshop in Copenhagen in 2018 was the first meeting between people working with fisheries and people working with human rights. This has been followed up with several meetings regionally and globally, physically and virtually, bringing together people with different angles and perspectives.

In Chile, there were high-level multi-stakeholder dialogues prior to the start of SWIA, with everyone, including the salmon sector, showing high interest. After the finishing of the SWIA report, it took a long time for the Board of the Chilean National Human Rights Institution (NHRI) to approve the report. Finally, it was published through a virtual launch by the Chilean NHRI together with DIHR. Several dissemination dialogues were held with most stakeholders, except the salmon industry. In one of these, in Valparaíso, several key state institutions were present, together with unions, fisherfolk, the navy, indigenous peoples' representatives, that all appeared to have received the report with great interest. After the publishing the SWIA in Chile, ILO Chile included the salmon industry in its large Responsible Business Conduct Latin America project, which means that the dialogue continues.

In Bangladesh, informants said that there had been around 10 dialogues with different stakeholders including the government. A study on small-scale fisherfolk under Covid-19, and a study on small-scale fisherfolk and climate change were disseminated. Furthermore, a study on human rights in the shrimp-sector was disseminated at district level. At all the meetings, government representatives at all levels expressed a high interest and promised to act on the matters. In one of the multistakeholder meetings, there was an agreement to look into the unhealthy economic relationship between boat owners that lend money to fisher folk that then become bonded labourers. It was agreed to establish a separate bank for small-scale fishers. However, later on, the boat-owners withdrew from the process and the fisherfolk did not dare to continue in fear of losing their jobs. Towards the end of the process, a large meeting was held with several civil society organisations (CSO) where all the studies were shared, in the hope that some of the stakeholders would take the findings and recommendations forward.

DIHR and the Swedish Society for Nature Conservation together hosted a side event at the UN Oceans Conference in Lisbon in June 2022. The topic was human rights and gender equality, with indigenous peoples and fisherwomen from different countries presenting their cases. The side-event took place late afternoon on a Friday, and the organisers were worried that the audience would go home, but the room was full of people, the audience appeared to be very pleased with the session, and the event received good media coverage.

The Network of African National Human Rights Institutes (NANHRI) has talked about SDG 14 and human rights twice at the high-level Africa Regional Forum for Sustainable Development. To an increasing extent, African leaders show their appreciation of the advice and recommendation received from the NHRIs by including language from NHRIs into their speeches at high level regional meetings. In 2022, NANHRI hosted a side-event about fisheries to the African Commission on Human and Peoples' Rights.

Several African NHRIs have also looked at how to include fisheries in the Business and Human Rights National Action Plan (NAP).

Figure 2: Example of knowledge products on human rights and fisheries in Africa



In Ghana, the local chapter of the Environmental Justice Foundation (EJF) was given a small grant from DIHR for carrying out two studies. They used one to convene a dialogue that resulted in the establishment of a forum with different stakeholders, including the government. Unfortunately, the initiative died after a short while, despite that DIHR had reached out to the NHRI to offer funding and collaboration to take the process forward.

DIHR has been engaged in human rights and fisheries in the tuna industry in the Pacific region in collaboration with Conservation International (CI), Secretariat of the Pacific Community, and Pacific Islands' Forum Fisheries Agency. The supply chain in the tuna industry is very complex, and the work has just begun, but informants shared that the demand for DIHR's services is high from both governments and the fishing industry in the Pacific region.

One example of how DIHR and the International Work Group for Indigenous Affairs (IWGIA) have created a global platform for fisheries and indigenous peoples' rights was a side-event during the UN Permanent Forum on Indigenous Issues (UNPFII) in 2022. Immediately after, a member of the Forum who had spoken at the side-event brought recommendations from the side-event forward to the Forum's formal proceedings, and the UNPFII followed up and adopted two recommendations requesting FAO and ILO to develop two reports to be presented at the 23rd session of the Forum in 2024 on indigenous peoples' rights in relation to artisanal fisheries. To follow up, DIHR and IWGIA have had close dialogue with UN Food and Agriculture Organisation (FAO) on how to support the development of the report from FAO. Three initiatives were selected and carried out in 2023; the Expert Meeting on Indigenous Peoples' Rights in the Context of Fisheries for Indigenous Peoples (a one-day seminar on 23 April); a background note for the meeting with compilation of cases; and a second side event (25 April). The background note and the outcome document of the Expert Meeting are expected to contribute to the two reports to be presented at UNPFII in 2024, and to serve as important leverage for indigenous peoples when seeking dialogue with state agencies and development actors in their own countries, as well as other regional and global forums.

Another result came a few weeks after the Expert Meeting and side-event in 2023, when a member of the United Nations Expert Mechanism on the Rights of Indigenous Peoples (EMRIP), who had

participated in the Expert Meeting, invited DIHR to be part of the panel discussion on the rights of Indigenous Peoples to engage freely in all their traditional and other economic activities, with a focus on fishing practices, at the 16th EMRIP session coming up in July 2023. Like the UNPFII Forum, the focus on indigenous people's rights and fisheries is new at EMRIP sessions.

As seen above, **project partners and collaborating partners have played important roles in advocating recommendations from studies to be implemented locally and nationally, and have also played an active role in presenting local findings to an international audience.** In Bangladesh, the three local partners were particularly active in advocating for all the recommendations from the SWIA to become implemented. They disseminated findings using videos, books, meetings, dialogues and more. Advocacy was carried out at local, district and national levels. According to partners' own reflections, the advocacy campaign could have been more systematically and strategically planned. While many meetings were held at various levels and with diverse groups of stakeholders, and effective media campaigns were carried out, the lack of the initially planned comprehensive multistakeholder alliance, including the government, to collaboratively design and carry the processes forward hindered the advocacy to have real effect at policy level. This has become especially true in today's Bangladesh. Political influence is perceived as becoming nearly impossible due to a shrinking civic space, in particular for human and labour rights defenders.

DIHR's professionalism, expertise, the high quality of their work, their flexibility and understanding when change was needed, clarity in division of roles and expectations, their willingness to see things from different perspectives and engage in joint learning, along with their admirable convening and agenda-setting abilities, were by many informants mentioned as important factors to reach the project's objectives.

DIHR's natural partners are the NHRIs around the world. DIHR has shown a pragmatic attitude towards whom to collaborate with. In Bangladesh, they did not have previous partnerships, but found three local partners, two national NGOs and one trade union, based on recommendations. As the project has evolved, DIHR has found new collaboration partners and also new ways of collaborating. During the life cycle of the project, DIHR has gone from having a handful fixed partners towards small grant and contractual partners working on smaller, defined tasks and processes. The staff themselves are pleased with the small grants that have allowed the NHRIs to work on their own needs within fisheries and human rights.

DIHR also collaborates with strategic allies on a more ad hoc, case-based basis, i.e. for organising events and side-events in regional and international meetings.

While at the beginning DIHR worked with human rights organisations, introducing them to fisheries as a new sector, they have more and more gone into working with fisheries and environmental institutions, bridging the gap between these and the former. Furthermore, they have developed relationships with various of the OHCHR special rapporteurs, creating messages on fisheries to the different mandates of the rapporteurs.

DIHR staff shared that they find it challenging to strike a chord between handholding, support and follow-up on the one hand, and local ownership on the other, and they found that local expectations often surpass the capacities of DIHR.

Sida has played an important role in broadening DIHR's partnerships. Sida did not only propose that DIHR undertake the project and later funded it, but they have also been very active in proposing actors with which DIHR could collaborate and play a complementary role to. While such "forced marriages" can be a risk game, this time it appears to have been very successful. The evaluation team spoke with a number of DIHR's "forced spouses", who expressed high appreciation about the relationship, and had several ideas for new potential areas within human rights and fisheries where they would like to continue to collaborate in the future.

Starting with isolated studies on women's conditions, the Sustainable Oceans project has moved into mainstreaming gender in its work. There was substantial gender content in the two SWIAs in Bangladesh and Chile. Gender-related findings were presented internationally, among other places in India where it previously had not been much focus on gender and fisheries. After presentations at international level, DIHR has been approached by new potential collaboration partners, such as the Secretariat for the Pacific Community who wanted to focus on the tuna industry. They have also had workshops on gender and business. During spring 2023, a gender training was held for NHRIs in Africa that may apply for small grants to undertake studies on fisheries and gender equality. Partners and collaborators who were informants to this evaluation found that the DIHR was very skilled at presenting gender effects in their studies.

While DIHR prepared gender specific studies, Sida felt there was a gap in DIHR's ability to mainstream gender as a cross-cutting issue in their projects and programmes. With assistance from an external consultant and the help-desk of Sida, they held a workshop where they went through different feminist theories, key gender tools, how to integrate gender in programming and outcome harvesting, and looked specifically at gender in business and human rights national action plans, gender in national human rights institutions and gender in SWIAs. A set of "gender pointers" were developed, and gender was integrated into the outcome harvesting database. DIHR has established a gender group, and is carrying out gender training with partners. The staff has expressed satisfaction with the learning journey they have had. DIHR themselves feel that they have enough gender capacity inhouse to integrate gender in studies and create gender messages, but they don't have enough gender expertise to claim global gender expert speciality. The way DIHR took the challenge from Sida and developed inhouse knowhow, understanding and competence on how to integrate gender perspectives in all their work to a level where they have become invited as presenters and trainers from various institutions tells a story about an organisation with a strong learning culture with focus on high quality.

Figure 3: Outputs from DIHR internal process to increase inhouse capacities in gender mainstreaming



The Sustainable Oceans project has focused on bringing human rights into the environmental domain, but is not found to have integrated environmental concerns in the project per se. The funds for the Sustainable Oceans project come from the environmental strategy of Sida. There is high environmental risk in the fishery sector, and fishery management has traditionally been concerned with illegal fishing and overfishing, plastic pollution and impact on ocean fauna by leaving used fishing nets offshore, and questions like fishes' access to food and spawning conditions.

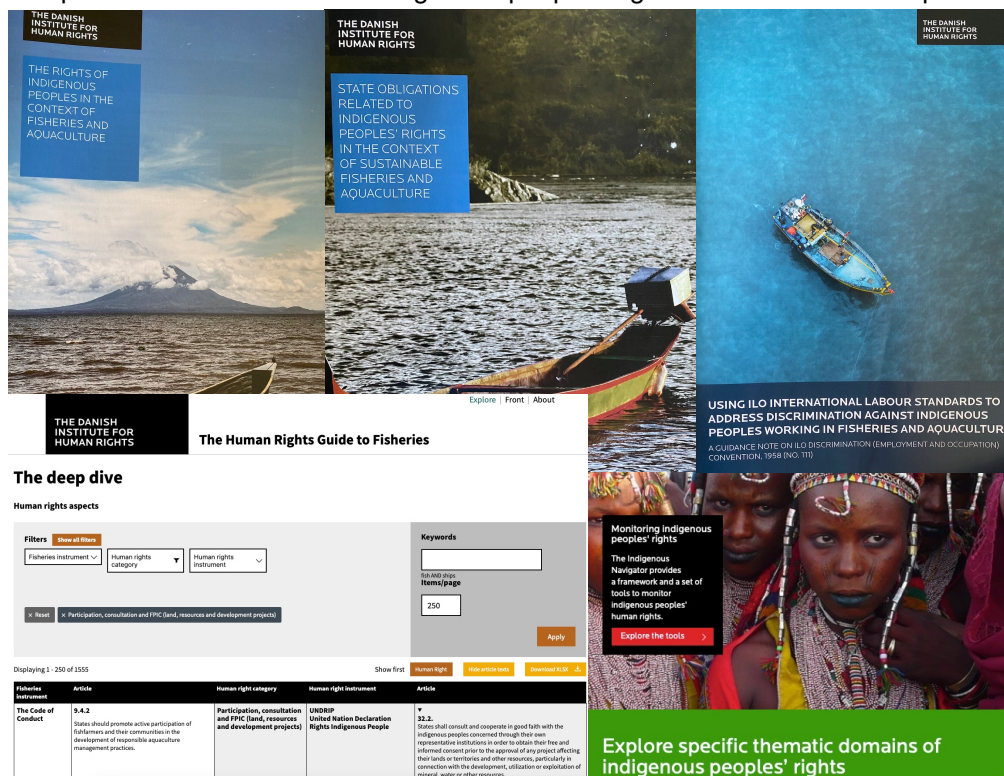
DIHR has brought in a new perspective that to a very minor degree has been looked at earlier, namely the human rights aspect in fisheries. Thus, while the Sustainable Oceans project to a large degree has played out in the field of environmental organisations and environmentalists, the project cannot be said to have made environmental concerns a cross-cutting issue in its project, but has worked on how to make human rights a cross-cutting issue for those working with environmental concerns. That being said, in Bangladesh the DIHR showed how the small fishermen support fishing bans and protect the fish population, and the report focused on the fact that other rights cannot be realised without fulfilling the right to a healthy environment. In Chile, there was also an environmental angle to the dialogue on the future of the salmon farming, as the farming affected the marine environment negatively. Due to this, the Special Rapporteur on the human rights and the environment, who promotes states' recognition that human rights can only be realised with a health environment, became interested in DIHR's work in Chile.

Figure 4: Outputs where human rights are integrated in studies by environmental organisations



The Sustainable Oceans project has had a full workstream on indigenous peoples' rights in fisheries and aquaculture. The two SWIAs from Chile and Honduras had findings on violations of indigenous peoples' rights. These findings have been brought to several global arenas, and based on the experiences, DIHR developed tools for indigenous peoples' rights and fisheries. Informants to this evaluation have praised both the processes and the tools for being very useful.

Figure 5: Outputs from DIHR's work on indigenous peoples' rights and fisheries and aquaculture



3.2 Relevance

The Sustainable Ocean project's objectives are still relevant. Documenting human rights violations on the ground, setting it on the agenda and bringing it up, out and about, will remain relevant. During the five years of the Sustainable Oceans project, so far unknown and unthought of human rights impacts in fisheries and aquaculture have been documented and addressed in national, regional and international dialogues with the aim of integrating human rights in fishery management procedures, policies and strategies, and bringing fisheries into human rights institutions. Useful tools have been developed to facilitate both aims. There is no doubt that DIHR has used its convening role to set the agenda, create new insight and make awareness in a host of different national, regional and international spheres.

Despite these achievements, the knowledge field is far from being emptied. External informants to this evaluation unanimously expressed that the documentation and focus on national cases must continue. However, they were all convinced that there needs to be a greater emphasis on achieving actual change on the ground in selected countries. Furthermore, they were of the opinion that instead of developing new tools, DIHR should rather prioritise to ensure broader uptake of existing tools in the next phase.

Apparently outside of the results framework and the work plan, DIHR mapped the different UN organisations' mandates, and in February 2023 there was a meeting with different UN organisations on how organisations with technical mandates can work together with organisations with a human rights mandate. For instance, FAO can show how structures and sectors work, but others must make the eventual connection between this and human rights violations. DIHR was praised by informants for their important role in convening and connecting different actors across the UN family.

Talking about all the different workstreams that the project has developed, stakeholders expressed that they wanted DIHR to continue to work with them on the exact workstream they had already started. It nevertheless seemed to be a slight overweight of informants who felt that the focus on small-scale fisheries perhaps was the most important, as there was a feeling that other potential target groups, such as slaves on industrial fishing boats or employees in the different fishing industries, could be able to get other advocates, while no one else than DIHR appears to have been advocating for the human rights of small-scale fisherfolk and fishing communities. It is fair to add that this impression may come due to the mix of people interviewed, that may or may not have been representative of all the Sustainable Oceans project's stakeholders.

Being a very broad theory of change, encompassing documentation, dialogue and tools related to human rights and fisheries/aquaculture, it has provided the opportunity for staff to engage in unplanned, upcoming opportunities. On the other hand, it has not provided any guidance as to which opportunities to turn down.

Originally, the ToC was about how national and international levels could work together. It is modest, wanting to achieve multistakeholder dialogue as a result of documented human rights violations in fisheries and aquaculture, and create useful tools. The ToC was amended after the MTR, a process that gave the staff clearer ideas of what they should do the remaining time of the project. To make it less generic, DIHR developed thematic workstreams with key messages that became new outputs in the revised results framework, see Box 4. The staff has informed that organising the project team into workstream groups has helped the team to focus.

Box 4: Thematic workstreams formulated after the MTR to support the ToC

- The fisheries and aquaculture industries are marred by human rights violations and companies are not used to thinking of their impact in terms of human rights violations.
- States lack proper national policies, legislation, monitoring and enforcement mechanisms to prevent and address adverse human rights violations in the fisheries and aquaculture sectors.
- The human rights system and NHRIs have not systematically used their mandate to address human rights in the fisheries sector.
- Invisibility of women in human rights violations in the fisheries sector and social protection & decent work issues.
- Indigenous peoples' right to traditional fishing grounds are violated all over the world with devastating effects on their communities.
- The development of the blue economy strategies can lead to increased poverty and human rights violations, if not aligned with human rights obligations of states (with a particular focus on Africa).

Having a human rights-based approach has brought new awareness, insight and acknowledgement to a broader audience that human rights violations are a concern in fisheries and aquaculture. Most informants were very positive to how the human rights-based approach had enabled an eye-opening process on the links between human rights and fisheries of which there had been no prior awareness. Findings from SWIAs and other studies have been actively used in regional and international settings to illustrate what kinds of human rights violations and issues one may find in the fisheries and aquaculture sectors.

Furthermore, informants were clear that fisheries link to many human rights. The large development projects lined up under the Blue Economy agenda can easily remove small-scale fisherfolk from their

work and communities, affecting their right to food, land, cultural rights and their right to decent living. It is important that planners integrate the human rights perspective from the start.

On the negative side, there was an unfulfilled expectation that the poor fisherfolk and fisher communities that have been informants to studies on fisheries and human rights should have been given some kind of compensation or some kind of service delivery project. For the poorest of the poor, food on the plate or income in the pocket weigh more than words about rights. Also, in poor countries, service-deliverers will often be perceived by authorities as being more serious than agencies coming in “just” to talk about rights. Hence, service-delivery serves the purpose of being a door-opener to authorities to talk about poor peoples’ rights. This is not less important in the current context, when climate change and over-fishing by large trawlers are negatively impacting on the poorest fishing communities.

Being able to bridge between the two separate worlds of human rights, social wellbeing and labour rights on one side and fisheries and environment on the other side, as well as the objectivity and credibility of being a national human rights institute, were seen by informants as DIHR’s two most important values added in the Sustainable Oceans project. Informants shared that the objectivity they perceived coming out of DIHR being a NHRI made it easier for both governments and industry to accept advise and recommendations than compared to voices from civil society. Also, civil society itself said they felt more comfortable using evidence created by DIHR due to its status as an NHRI as opposed to evidence coming from civil society. In addition, the **convening ability and the ability to work with and bridge people from different environments with different perspectives were seen as important values added.**

3.3 Coherence

Among Sida’s strategies, the sustainable Oceans project is best aligned with the strategy for Sweden’s development cooperation in the areas of human rights, democracy and the rule of law 2018–2022. However, for the next phase of the Sustainable Oceans project, Sida requests that it should be closer to Sida’s strategy for environment, climate and biodiversity. This will necessarily include some changes in thematic focus. This evaluation has not had access to Sida’s strategy for environment, climate and biodiversity for 2022- 2026. Informants from Sida shared that they did not expect substantial edits in the new strategy, hence the evaluation team has assessed the *Sida Strategy for Sweden’s global development cooperation in the areas of environmental sustainability, sustainable climate and oceans, and sustainable use of natural resources 2018–2022* against the current DIHR Sustainable Oceans project, see Box 5 below.

The Sustainable Oceans project is well aligned with Sida’s cross-cutting priorities gender, indigenous populations, and rights-based approach, but not similarly aligned with the cross-cutting priorities conflict, poverty alleviation, and environment and climate.

Box 5: Sida’s strategies against the Sustainable Oceans project

The Sustainable Oceans project is in line with the overall aim of the Sida strategies which state “*The aim of Swedish international development cooperation is to create preconditions for better living conditions for people living in poverty and under oppression.*”

Sida’s strategy for Sweden’s global development cooperation in the areas of environmental sustainability, sustainable climate and oceans, and sustainable use of natural resources 2018–2022

emphasises the following Sustainable Development Goals (SDGs) of the 2030 Agenda: Clean water and sanitation (SDG 6), affordable and clean energy (SDG 7), sustainable cities and communities (SDG 11), responsible consumption and production (SDG 12), climate action (SDG 13), life below water (SDG 14), and life on land (SDG 15). Sida's operations under this strategy are to contribute towards the following strategic goals: Climate-resilient sustainable development (*«Reduced vulnerability for people living in poverty and increased resilience to handle climate change and natural disasters»*); Environmentally sustainable development and sustainable use of natural resources; Sustainable oceans and water resources (*«Stronger protection and restoration, and sustainable management and use of marine, coastal and freshwater ecosystems, biodiversity, natural resources and ecosystem services»*), and *«Cleaner water and oceans, reduced emissions of pollutants and reduced littering»*.)

Here, we have highlighted some areas:

- *“Protection, ecosystem-based planning, management and restoration of freshwater, coastal and marine areas, and marine resources are essential to reduce poverty, preserve biodiversity and fish stocks, and to strengthen ocean resilience against climate change and acidification”;*
- *“Unsustainable exploitation of the environment often leads to violations of human rights. At the same time, the scope and opportunities to democratically influence decisions, laws, rules and other agreements that affect ecosystems, natural resources, etc. are shrinking in many countries. Greater access to information, greater participation in decision-making processes, access to justice and transparency promote environmental sustainability and can contribute to preventing conflict”;*
- *“Operations are to seek to be integrated and contribute towards several goals simultaneously. Global added value is to be prioritised, but operations focused on a single region may also occur.”*

The Sustainable Oceans project is found to be particularly well aligned with Sida's *Strategy for Sweden's development cooperation in the areas of human rights, democracy and the rule of law 2018–2022*, which includes the following objectives on inclusive democratic societies (*«Strengthened democratic principles, processes and governance for independent and transparent societies based on the rule of law»*) and equal rights for all (*«Strengthened global and regional processes and systems for the enjoyment of human rights»*); and *«Strengthened preconditions for the full enjoyment of human rights by women and girls, empowerment of women and girls, and gender equality»*)

The Sustainable Oceans project is also found to align particularly well with two objectives under Sida's *Strategy for capacity development, partnership and methods that support the 2030 Agenda for sustainable development*: Capacity development (*“Strengthened institutional capacity of actors in partner countries for sustainable development and poverty reduction»*) and Collaboration and partnership.

Furthermore, Sustainable Oceans is aligned with two objectives under Sida's *Strategy for Sweden's global development cooperation on sustainable economic development 2022–2026*: Employment, market development and trade; and Food security, sustainable agriculture, forestry and fishing, and social protection.

At the time of data gathering for this evaluation, Sida was in the middle of reorganising, but informants seemed to agree that climate change and climate mitigation would be a priority area for future grants. There are several potential areas where fisheries, environment and human rights can be merged. The High Seas Treaty signed in March 2023 has the goal to protect 30% of the oceans as against 10% in the previous version of the treaty, and the human rights language is a stronger than before. However, local fisherfolks are worried about how marine protected areas could impact on their livelihoods. Indigenous peoples' rights to knowledge, protection, and territories continue to be relevant. Furthermore, DIHR may focus on small-scale fisheries and communities in relation to locally managed protected coastal areas, or protection of mangroves and seagrass for communities' rights to be respected. DIHR should make sure to maintain a high degree of value added and avoid competition and entering into fields where there are similar players. Another issue is the increasing impact of ocean waste, especially plastic, on the fishing communities, which is currently being discussed in the International Negotiating Committee (INC) towards a new international Global Plastic Treaty towards the end of 2024.

The Sustainable Oceans project is aligned with three thematic areas in the DIHR international strategy 2021-2024: Human rights, democracy and the rule of law; A human rights focus in sustainable development; and A business community which respects human rights. Fisheries and aquaculture as such are not specifically mentioned in DIHR's strategies.

Although the outset of the project was to integrate human rights into the implementation of SDG 14, the project's SDG focus appears to have been delimited to SDG target 14b (*Provide access for small-scale artisanal fishers to marine resources and markets*), and later also to 'harmful subsidies', target 14.6 (*By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation*). Instead, the project has ventured into other, wider workstreams, such as the Blue Economy agenda, at least in Africa. The project has focused on Business and Human rights to quite some extent. The private sector aspects have been integral to many parts of the project, such as for the SWIAs in Chile and Hondiuras, and many convenings have had a focus on Business and Human Rights, including much of the recent work on gender.

DIHR has ensured systematic interchange from local, national and regional, to international levels on the Sustainable Oceans project. While there are several good examples of international and regional engagements trickling down to national level, the project staff felt that this link was somewhat weaker than the other way around.

DIHR does not have a mandate to address human rights in general in other countries without evidence, and therefore needs evidence from cases in order to address it. When real people with their rights violated present their stories at global levels, it provides decision- and policy-makers with evidence and examples of what all the talking is really about. DIHR has achieved this to a large extent in the various dialogues, side-events, platforms and arenas where they have been, whether as presenters or as conveners. One lesson learned is that case studies can be made without having long-term national partners. DIHR engages nationally from the perspective of international human rights instruments, norms and standards. And the findings from national/local studies are used to show how these instruments can be used to mitigate local/national human rights violations. DIHR perceives bringing national partners to international arenas as an important element in partners' capacity building.

Several informants highlighted the power in bringing fisherfolk, including fisherwomen and indigenous peoples whose rights have been violated often over generations, into national, regional and international meetings. In international meetings, the audience would often be surprised to see how relatively similar the challenges are on the ground in different corners of the world.

Informants from Bangladesh told how powerful it had been that a shrimp workers' case had been presented in an international forum, with a follow-up discussion with brands on what role they could take to reduce human rights violations in the supply chain.

Another example was a study on how small-scale fishers in Ghana were impacted by fishery subsidies, that resulted in DIHR writing an international article on the human rights impacts of subsidies on small-scale fishers. A third example is how findings from aquaculture in Chile have been used to influence

the Norwegian salmon industry and the Japanese purchasing brands, as well as the UN special rapporteur on human rights and the environment.

DIHR staff shared that they felt it had been easier to bring local evidence up to global level, than the other way. For instance, when local findings are presented in large international arenas, DIHR could assist participating national stakeholders to bring learnings back to their national contexts. On the other hand, this may be extremely time and resource consuming, as well as difficult to plan, thus it needs to be done in a smart way. In a reflection made in the Annual report for 2021, DIHR writes that collaboration between different partners with complementary perspectives increases the quality of the common knowledge products made. However, DIHR has realised that carrying forward the findings in each country is very time and resource demanding. In the case of Africa, they landed on a regional collaboration with NANHRI, from where DIHR and NANHRI members can jointly convey messages and recommendations to a larger regional audience in regional fora.

3.4 Efficiency

Being a pilot project, the initial studies were, not surprisingly, resource and time demanding, but as teething problems were dealt with and the Covid-19 pandemic weakened in most countries, the project has started to roll and the cost efficiency appears to have largely improved, bearing in mind the over-delivery of the project the last two years.

The two SWIAs were very time- and resource-demanding. People involved in the SWIA processes felt that the planning and data-gathering processes took more time than necessary, while there was too little time and attention for advocacy. Both SWIAs have produced outcomes, and most probably will continue to do so.

Since this was an exploratory, innovative process, introducing human rights for the first time into new sectors, and given the wealth of possibilities at the start, DIHR seemed to have chosen countries and starting point from an opportunistic point of view. They started in countries where they had existing partnerships, rather than from either a salience point of view, where disrespect for human rights may have had the largest impact, or from an effectiveness point of view, where the new project may have had the largest chances to achieve its goals. Perhaps neither of the two approaches had been possible to detect at the starting point in 2017/2018, since neither DIHR nor the world outside had much knowledge to share on human rights in fisheries and aquaculture. While in hindsight, it is easy to point at inefficiencies in several of the processes, it would be unfair to state that this could have been foreseen. Innovation is characterized by processes criss-crossing for a while before they find the right paths. After initial problems with the two SWIA processes were sorted out and initial delays were planned to be recovered in 2020, the Covid-19 pandemic caused further delays and restructuring of the workplan. While 2020 saw large delays, the project managed to spend all its budgeted funds in 2021, despite that the pandemic continued to cause assembly- and travel bans across the globe.

As the project has developed, and DIHR has become more and more known for their efforts within fisheries, aquaculture and human rights, they have developed a large network of stakeholders who seek their assistance or collaboration. The project has overdelivered in terms of original expectations, but has nevertheless had to turn down different demands for collaboration. As the project's popularity has

sharply increased, it has been difficult for the staff to always analyse what to accept and what to reject to ensure that time and resources are invested in the most efficient and effective way.

Some partners felt the budget was at the tighter end, and recommended that DIHR gets insight into expenditure levels in a country before insisting on a budget ceiling.

DIHR staff discussed whether they had made too many studies, and for how long the studies would have a value. With the exception of a few of the reports made, that perhaps have not come to use, and also some tools where they did not budget appropriately for dissemination and take-up, they concluded that overall, funds had been used wisely to create maximum output for the project. While at the beginning, they spent time finding out how to do things, it now goes smoother and smoother. All in all, they have delivered far more than “promised” in the updated results framework.

One issue that some informants questioned is the kind of partnerships that DIHR have. Some challenges were due to Covid-19, but it also seems that it was too much «front loading» by giving funds to partners who for different reason could not perform, and had to pay funds back later on. It may be wise to have fewer partnerships and more contractual relationships, to have something to link back to.

Partners felt that the budgets were perhaps too tight. One partner informed that all the round tables had been held in very modest, non-expensive places. Another partner said that they had to work to accommodate the low budget.

Around half the costs have been dedicated to salaries for DIHR project staff and below one quarter has been transferred to partners. A financial analysis based on expenditures 2018-2021 and budgets 2022-2023, found that SEK 22.5 million have gone directly to project activities under objectives one and two, and SEK 10.2 million have gone to “Cross-cutting project costs” like management, project support, coordinators in Chile and Bangladesh, travels, consultancies, evaluations, audits etc.

Distributing funds dedicated to activities along salaries, training, project material and transfers to partners, we find that 34 percent of the funds went to DIHR salaries, while 23 percent went to partners, and 29 percent went to cross-cutting project funds, see Table 1.

Table 1: Distribution of funds across project activities (SEK)

| Salary | Travel | Partners | Meetings, material, training | Cross-cutting project costs | Overhead |
|------------|--------|-----------|------------------------------|-----------------------------|-----------|
| 11 734 526 | 50 691 | 7 979 689 | 2 779 547 | 10 166 424 | 2 289 761 |
| 34 % | 0 % | 23 % | 8 % | 29 % | 7 % |

If we consider the “cross-cutting project costs” to be undistributed contributions towards the project activities, we find that salaries amount to 52 percent of the budget, and contributions to partners decrease to 23 percent, with 7 percent overhead, see Table 2.

Table 2: Distribution of direct activity support and cross-cutting project costs (SEK)

| Salary | Travel | Meetings, material, training | Partners | Consultancies | Evaluations and audits | Overhead |
|------------|---------|------------------------------|-----------|---------------|------------------------|-----------|
| 18 163 143 | 774 889 | 2 779 547 | 7 979 689 | 2 176 489 | 837 119 | 2 289 761 |
| 52 % | 2 % | 8 % | 23 % | 6 % | 2 % | 7 % |

The way DIHR runs its project deviates from a “normal” development assistance project that nowadays are mostly partner run, and only smaller amounts are dedicated to the project holder in the global North. But DIHR is not a development organisation, nor are their projects partner-run. The project is fully managed and administered by the DIHR staff, with only specific tasks being distributed to different partners. The project is hundred percent knowledge based, with DIHR transferring their knowledge to partners and stakeholders. They have developed tools, designed, trained and worked hand in hand with local partners to carry out the SWIAs in Chile and Bangladesh. The recent years, they have spent nearly all their time and resources in convening dialogue meetings where they have presented cases and put fisheries, aquaculture and human rights on the agenda in all thinkable settings. It is therefore understandable that such a large share of the budget has been dedicated to DIHR staff.

The Sustainable Oceans project has been managed in an adaptive way, taking in corrective measures when asked by partners or Sida, and maintained flexibility to act on promising opportunities that have arisen.

Judging from DIHR's partners, utmost flexibility has been shown by DIHR in order for the project to run as smoothly as possible. The same must be said about the way they have met suggestions, requests and requirements from Sida. Not only have they accepted to collaborate with a number of actors suggested by Sida, they have also taken on engagements proposed by Sida, such as to enter into Blue Economy. At one stage, Sida felt that the SDG 14 had become surpassed by the massive developments taking place within the Blue Economy sphere, that includes ports, oil and gas and subsea mining, industrial fishery and more. Sida thought the emerging Blue Economy field could do with some human rights expertise, and DIHR responded.

One example provided by the staff on adaptive management was when Sida approached DIHR about presumed weaknesses in parts of their project management, upon which DIHR turned around and introduced a new financial screening for partners that was integrated in the project cycle and checklist for project management.

Being flexible has allowed the project to go on, even though processes may have stopped or been delayed, like in Chile or because of Covid-19.

There have been areas where the ToC has not been strictly followed, like the support to the study of lobster divers in Honduras and DIHR's engagement in the fishery subsidies debate based on a study carried out by a CSO in Ghana who applied for a small grant.

A result of the flexibility, the exploring, and the piloting is a wealth of different experiences, and a number of networks in very different settings, both international, regional and national, within human rights milieus, environmental milieus, and fishery milieus. DIHR's openness and flexibility for emerging opportunities allowed it to participate in UNEP's summer school, the Asian Business and Human Rights forum, and the ILO-FAO child labour conference.

Also, adaptive project management has allowed maximum traction. DIHR gave an example of a dialogue meeting that was planned for late 2022 on indigenous peoples' rights and fisheries, but due to absence of several key policy makers, the event was postponed to 2023, and turned out to be a very successful event where all relevant parties were present. DIHR explained that they would rather

postpone the event to increase the likelihood of a successful outcome than being forced to organise it with less audience at the originally planned time.

In the Sustainable Oceans annual reports to Sida, there is a section on lessons learned that describes what has worked and what has not worked as planned. These sections show that the project team has a high ability and capacity to reflect, learn, and adjust.

Being flexible and open to windows of opportunities has first and foremost been positive during this exploratory phase of a new project. However, staff also shared that their flexibility sometimes made them use longer time than necessary on some tasks, such as making new tools. They felt their largest challenges were time management and prioritisation of tasks.

3.5 Impact and Sustainability

The concept of sustainability is often used to assess whether achieved results will last, or started processes will continue after the exit of the intervention. For the Sustainable Oceans project, the overall objective and the project objective one both state that human rights impacts pertaining to fisheries and aquaculture shall be documented and addressed in dialogue, policies and strategies. Objective two states that tools shall be developed, disseminated, discussed and applied at a global scale. Since dialogues and the use of tools is not lasting in themselves, sustainability should be assessed from what has come out of the dialogues and the take-up of tools. Neither of this has been systematically monitored by DIHR, thus much anecdotal evidence about impact and sustainability has come to DIHR, as stories has been meticulously documented in the DIHR outcome harvesting database.

The concept of project impact is normally used for the more permanent results of the outcomes, which in general can be observed after the implementation period. The short-term impact is of another nature and often used to describe results on direct environmental and social impact. In this context, it appears reasonable to look for impact either as real changes for people on the ground or normative or legal changes.

With one exception, not many impacts have been registered on societal level. The one exception is that small-scale fishers in Bangladesh were included in the local authorities' list of fisherfolk, due to the advocacy work of the project, thereby entitling them to social assistance during times of fishing ban, which was considered a valuable impact by informants in Bangladesh.

The project has created voice and practices, examples and tools, but there is not a strategy or a process for what should be done after the dialogues have taken place. Thus, if results have occurred that are sustainable, this has not been designed into the Sustainable Oceans project, nor has it been systematically traced by the project.

While the admiration for everything DIHR has achieved was clearly communicated by all informants, stories about sustainability as such were few. Most stakeholders felt that the sustainable oceans project has started an important pioneering process by setting human rights on the agenda for fisheries milieus, and setting fisheries on the agenda in human rights milieus. What remains behind is the awareness created in all these institutions, and the many processes started where human rights in various facets are mentioned in fisheries policies and strategies. Also, fisheries have entered the arena of human rights

platforms, like the number of very interested NHRIs in Africa that have put fisheries on their agenda, and the new NAP for Business and Human Rights in Chile.

Informants told several stories of processes that started thanks to DIHR's agenda-setting, and that continue on their own. One informant from Chile shared that SWIA findings had been shared with the OHCHR special rapporteur on human rights and environment some time back, and in May 2023 he came to Chile to talk about the salmon industry. An informant from Bangladesh shared that there had been discussions about the SWIA findings with two universities to continue to do research about fisheries and human rights. This may be important for the future as several of the students are expected to get jobs in the Ministry of Fisheries. Also, in Bangladesh, where the SWIA was made, local small-scale fisherfolk have organised themselves in a trade union. This gives them negotiation power, and may enable them to defend their rights as the industrial fleet will grow at the likely expense of the small-scale fishers.

In Africa, DIHR has paid a coordinator in NANHRI's secretariat as part of DIHR's support to NANHRI. The DIHR funded staff member has worked alongside and with the programme coordinator who is a permanent employee, ensuring that the collaboration's activity implementation has institutional anchorage. One aim for the collaboration has been that NANHRI should identify alternative funding sources to maintain the now DIHR funded colleague within the NANHRI secretariat. The upcoming Biennial conference of NANHRI will propose Business and Human Rights and Sustainable Oceans as key thematic areas for NANHRI in the next strategic period. If all this succeeds, the strategy of supporting a coordinator can turn out to become sustainable.

In Africa, fisheries and Blue Economy has been integrated into several NHRIs' work streams. While the interest is there, and will remain, most African NHRIs are said to be even more underfinanced than other institutions in Africa. Thus, lack of funding may prevent work to be done and sustainability to be seen.

Nevertheless, there was close to consensus among the varied informants that the process of creating awareness has just started, and that it is too early to talk about sustainability, not the least because there are not many real impacts of which sustainability can be assessed yet.

Sustainability must be planned and designed. The overall risks to sustainability are therefore short-termism, one-off and ad-hoc events and lack of planning for sustainability. History has shown that the fight for human rights must be continuous and unfortunately not something that is won once and for all. Thus, philosophically, we may say the largest sustainability risk for this project is that it deals with human rights. Next to that is that the project has been a pilot, with an aim to set human rights and fisheries on the agenda in a maximum number of arenas in a short time. Awareness has been created and new insight gained in a number of platforms, and many important processes are on their way.

Evidence is known as a potent advocacy tool. However, human rights processes take time, and especially with such long decision-making chains as here, where the level of awareness started below zero in all quarters. Although the evidence was well received by most decision-makers in both Chile and Bangladesh, other parallel processes may win the race to the decision-makers' table. In Bangladesh, authorities showed interest in the poor conditions of the small-scale fisherfolk that the SWIA uncovered. Nevertheless, the government has launched a strategy to enhance industrial fisheries, which is likely to have an adverse effect on the small-scale fisherfolk. Also, in Chile, findings from the SWIA were

received with much interest by the authorities. There is a proposal to regulate divers' conditions to lower the number of deaths from diving in the salmon industry, but apparently the proposal comes from an opposition party in the parliament and therefore has low chances of passing.

DIHR exited from Bangladesh and Chile at the end of 2022. Informants lamented this decision, as there was yet a lot that ought to have been done in disseminating the findings from the SWIAs and advocating for change to happen. In the project design, it was planned to establish multi-stakeholder groups that should own the processes and carry it forward with collaborative action. Such groups were not established in any of the two countries, and the processes seem to have ended when DIHR exited.

Another important factor, in addition to a multi-stakeholder alliance, would have been a partner that was able, willing, and capable to take the issues and run after the exit of DIHR. In neither Chile nor Bangladesh was there a partner that could continue the process. In the case of Bangladesh, this would have been known in advance, as DIHR did not have partners here prior to the project and the partners selected all depend on funding to continue with the process. In Chile, the collaboration was with DIHR's natural partner, the Chilean NHRI with whom DIHR has collaborated for many years. Though the project was carried out from the premises of the Chilean NHRI, it was DIHR that hired the project coordinator, who organised everything and trained the external people to carry out the SWIA. According to informants, no capacity or competence of how to carry out SWIAs and the connection between human rights and fisheries remain inside the Chilean NHRI. In addition to insufficient interest, capacity, competence, and ownership inside the Chilean NHRI, came political scepticism from the board, that was hesitant for a long time to allow publishing the SWIA due to the controversies around the important salmon industry in the country. While not planned, it is still worth underlining that the process in Chile continues with other actors, such as ILO Chile, by the steering wheel, due to the high quality of the SWIA report and the interest for the topic created during dissemination.

Another risk is the shrinking civic space across the globe. Informants shared that it has become nearly impossible for national civil society to influence policy and decision makers. For change to happen, it appears that there must be international pressure. Thus, national advocacy should go hand in hand with international processes to enable change.

The SWIA processes appear to have been designed as sustainable processes, but the multi-stakeholder alliances that could have ensured sustainability never became a reality, nor were there any local partners able to carry the process forward on their own. At some stage DIHR must have decided that being able to use the findings from the SWIAs in the global agenda setting was more important than creating sustainable national processes. Sometimes trade-offs must be done in uncertain settings. And there is no doubt that the findings from both Chile and Bangladesh have been actively used in many different arenas and platforms around the world, setting human rights and fisheries on the agenda together.

The many events, dialogues, arenas and platforms where DIHR has called upon human rights and fisheries people to talk together have put the fisheries on the human rights agenda and vice versa for a number of important key players. As DIHR says, it may be *hoped* that some of these players have attained enough interest to take the issues further. In itself, however, convening key players and putting issues on the agenda do not guarantee sustainability. Sustainability must be planned and designed.

4 Conclusions and recommendations

4.1 Conclusions

DIHR showed flexibility and innovation when they were asked by Sida to fill the human rights gap in SDG 14 “Life below water”. Being a pilot project, the Theory of Change set out to document human rights impacts in fisheries and aquaculture, provide adequate tools and practices, and convene multi-stakeholder dialogues to address the human rights violations in policies and strategies for sustainable development and responsible business.

Effectiveness

The Sustainable Oceans project has done what it set out to do. It has documented human rights violations in fisheries and aquaculture in Chile, Bangladesh, Honduras, Ghana and a few other countries and convened dialogues between key actors within human rights, governments, UN, fisheries management, environmental and natural resource management, industry, fisherfolk, indigenous communities, trade unions, at national, regional and global level. The Sustainable Oceans project has also produced a number of reports, used its sector wide impact assessment tool in fisheries and aquaculture, adapted the United Nations Guiding Principles for Business and Human Rights (UNGPs) to fisheries, and made a Human rights guide to fisheries. Informants who have used the tools find them very good, but DIHR does not appear to have a systematic plan to ensure uptake of the resources they make. The Sustainable Oceans project is found to have integrated gender and indigenous peoples' concerns.

Relevance

The approach of documentation, making tools and convening key players to multistakeholder dialogues is found to be relevant, and bringing in a human rights-based approach into fishery and aquaculture has brought value added to the awareness of human rights impacts in the two sectors.

Coherence

The project is found to be coherent with both DIHR and Sida strategies. For Sida, it is mostly aligned with the strategy for democracy, and to a lesser extent with the environmental strategy from where the funding comes.

Efficiency

Being a pilot, understandably the project met some start-up challenges and used longer time than planned on its first processes, making the start less cost-efficient than what could be expected from a “normal” project. However, as time has passed, the project has made effective use of its initial investments, and overdelivered compared to expectations. Hence, all in all, the project appears to be cost-effective bearing in mind all its achievement. The Sustainable Oceans project deviates from “normal” development projects in that DIHR is implementing most processes themselves and only use partners for specific tasks. Thus, approximately half of the dedicated budget has gone to DIHR salaries, and approximately one quarter to partners. DIHR has shown strong abilities to be flexible, adaptive and able to detect, reflect, and act on lessons learned.

Impact and sustainability

The Sustainable Oceans project has been an impressive journey where human rights and fisheries and aquaculture have been seen in combination for the first time for a host of different key players at national, regional and international level. However, monitoring of what happens after the dialogues, or how tools are used, has not been integral to the project, thus the evaluation does not have evidence for assessing the level of impact achieved. Most external informants were of the opinion that the process is still at its beginning and it is too early to talk about impact. Also, being a pilot that aimed at creating awareness through documentation and dialogue, the project does not appear to have been designed for follow-up of processes until impact and sustainability are achieved.

Conclusion

DIHR has overfulfilled their work plans, over-accomplished their results framework, learned many lessons and acquired a number of new partnerships and collaborative networks. While old and new partners would like to continue to work with DIHR as before, they all had an expectation that for the next phase, there would need to be produced more solid outcomes on the ground. Also, the many reports, tools and resources must be systematically disseminated with wide uptake.

Creating sustainable outcomes takes time. This means that DIHR must *concentrate* their efforts around fewer areas. It must decide what kind of outcomes they would like to see, for whom and where, and design the projects around that.

DIHR's challenge is that it is not automatically evident what they should chose and what they should leave in the process going forward. The positive side of the same is that it does not appear as very important if they chose one area or another, as the needs are enormous and DIHR has a proven ability to succeed within areas they have not worked on before.

Thus, the overall recommendation this evaluation can give is for DIHR to **choose a narrow thematic area, a defined target group and preferably a defined geographical area, avoid falling for the temptation to venture outside of this, and carry out a successful project with sustainable long-term outcomes, ensuring wide uptake of tools, be true to their values added, and mainstreaming their delivery mechanisms while maintaining flexibility and keeping doors open to window opportunities *within* the narrow field they chose.**

4.2 Mainstreaming delivery mechanisms

Mainstreaming delivery mechanisms

In phase two it is time to move from awareness into action! For enhanced efficiency, it is advised that for the next phase, DIHR takes one step back and dare to be a little less hands-on in all processes. For each activity, they should carefully analyse who can be the best implementor – NHRIs or an NHRI formal or informal network, local CSOs, research institutes, consultants, a strategic institutional or organisational ally, or their own staff.

Assess lessons learned from collaboration with NANHRI and replicate positive lessons for the creation of national results from a regional approach.

If doing training, DIHR should avoid training people directly, but make use of training of trainers for cascading and multiplication effects. One example may be that if DIHR decides to work with different fishery industries to ensure responsible business conduct, it is advised to approach the Marine Stewardship Council or the Aquaculture Stewardship Council for their buying into adding human rights to their certification schemes, then providing central training to the councils to allow them to verify how industries comply.

DIHR is advised to a results framework that is specific and detailed enough to be used as a daily guidance for the project team, and with indicators that allow for measurable results.

Mainstreaming uptake of tools

Valuable investment has gone into documenting human rights impacts in fisheries and aquaculture, making reports with recommendations and developing tools. Some of this may need a little remake to be more user-friendly and easier to use for advocacy. Some tools may need user-friendly guidance. But first and foremost, tools and resources now need to be disseminated and used by as broad as possible public.

To mainstream dissemination, uptake, guidance and training of tools and resources, DIHR is advised to consider to centralise this service, and remove the responsibility from the project team. A centralised tools-centre may function in many ways, here are two suggestions:

- i) Including and adapting tools and resources to DIHR's digital learning platform, i.e. by making cases /videos of processes where tools are used to enable self-learning of the use and adaption of the various tools.
- ii) Establishing a human rights training centre/Academy or a summer-/winter-school, first and foremost for NHRIs, but also for NGOs, CSOs, UN staff or government public servants. Create different courses/classes for different thematic issues and different tools and resources. Consider partnership with or under the auspices of OHCHR and/or GANHRI. An important side-effect of such courses would be information and experience exchange and establishment of transnational thematic formal or informal networks.

DIHR could consider to market its resources to potential users by actively approaching them, i.e. relevant UN agencies, Ministries responsible for human rights, World Federation of United Nations Associations, Universities and research centres, International NGOs. Suggest strategic learning alliances where users agree to link to DIHR's resources on their own webpage for further awareness and uptake. To map potential users and usage, DIHR may consider to introduce short pop-up user-surveys on their webpage, i.e. when people download resources.

DIHR could also consider to assist users with online training, and with adaptation and translation to local contexts and other languages.

Centralised training of trainers could also be done with rights-holders' organisations, unions, or networks.

While focus will be on marketing and securing uptake and usage of existing tools in the next phase of the Sustainable Oceans project, contextual changes will motivate slight alterations of today's processes, i.e. the integration of Human Rights Due Diligence (HRDD) in national legislation and NAPs processes.

Also, new models will have to be made on how to integrate human rights in national fisheries management's licensing, concessions, overfishing policies etc.

Value addition

When choosing what to concentrate on during phase two of the project, DIHR should remember to ensure its value addition. If in doubt, DIHR is advised to carry out a value-added analysis or mapping. In brief, DIHR should attempt to stay as close to its own DNA as possible, and at the same time avoid overlapping or competing with others, preferably filling gaps, or playing a complementary role.

External informants thought that the objectivity/neutrality of DIHR being an NHRI is important. This involves avoiding confrontations and tensions, selecting partners who want to provide advice and establish dialogue and collaborative actions, making win-win situations for both rights-holders and duty-bearers.

Planning for sustainability

DIHR is advised to include sustainability into its project design from the very beginning. Sustainability can never be guaranteed, but without an active design, it is not likely to occur at all. Sustainability requires follow-up of processes until they stand on their own. It involves policies, laws, their implementation, and real improvement for people on the ground.

Choice of partners and partnership is important for sustainability. Choose a partner with real ownership in the process that is interested in and able to continue the process when DIHR exits. Carry out power analyses and conflict analyses to understand which conflicts partners and other stakeholders might face.

Plan long-term follow-up of processes of findings from case-studies or SWIAs. Avoid coming in with ready-made projects, but design these with a bottom-up approach together with partners and allies for enhanced ownership.

As was planned for phase one, strive towards anchoring local processes in collaborative multi-stakeholder alliances, including rights-holders, duty bearers, academia, business and civil society, preferably with one local process driver/owner. If the selected country has very narrow civic space for political influence, seek international pressure from other governments and relevant international clusters/pressure groups.

Continue to link processes to special human rights rapporteurs to ensure recommendations on concrete actions in countries and for the fisherfolk.

Be transparent about a limited implementation period and exit-strategy, and what is required from partners after DIHR's exit from the very start.

Choices and trade-offs

This evaluation cannot say that one work-stream has been more successful than the other. Every external informant wanted DIHR to continue with the process they had started together, and also suggested other thematic issues related to fisheries and human rights within and outside of the current workstreams, see Box 6.

The thematic area that perhaps was suggested by most informants was small-scale fishing communities that could combine a number of human rights, such as access to resources and food, adequate standard of living, and cultural rights, and at the same time ensure focus on protection of their habitat and surrounding environment. This could be done both as a continuation of implementing SDG14b, or as part of the larger Blue Economy agenda.

In choosing and narrowing down the thematic field, DIHR must make a number of choices. It is advised to start the selection process as a logical results framework planning

1. It is advised to start with the choice of which impact phase two should work towards, which should include which human right the project should aim at focusing on?
2. Thereafter, DIHR should decide what their main target group should be, i.e. which people whose rights are violated will the project work for?
3. Then, which changes for the target group should the project strive to achieve (outcomes)?
4. What must be done to reach these expected changes?
5. With whom should DIHR collaborate to achieve the expected changes?

Choices and trade-offs to make:

- Small scale fisheries, Economic, Social and Cultural rights (ESCR), gender and indigenous peoples, or fishing industries, RBC and HRDD?
- Inserting human rights in climate and environmental processes to avoid green washing, or focusing on climate and environmental rights?
- Working and strengthening NHRIs, motivating the establishment of NHRIs where they don't exist or work with any agency that has the right ownership and profile?
- Choosing countries where human rights are most salient or chose countries preferred by Sida?
- Choosing countries where human rights are most salient or countries where good cases for replication can be made?
- Fisheries and/or Blue Economy?
- Chose poverty related human rights (food, adequate standard of living, decent work) or continue to focus on right to participation in decisions and public affairs?
- Deep dive into a few countries or training and tool uptake across countries and regions?

Box 6: Alternative thematic areas for the next phase as suggested by external informants

- Blue Economy with focus on job opportunities for women
- Blue Economy and small-scale fishers and local communities
- Blue Economy and food security
- Sustainable food
- Environmental rights, i.e. conservation of mangroves
- Climate rights
- Gender rights and fisheries
- Labour rights and fisheries.
- Indigenous rights and fisheries.
- Harmful subsidies
- Child labour in fisheries versus cultural rights
- Fishery and safety
- Focus on Human Rights Defenders
- Youth and new generations in small-scale fisheries?
- Encourage establishment of NHRIs where these do not exist
- Joint action between private and state actors
- Train industries in due diligence

- Train rights-holders: communities, indigenous, employees, environmental orgs
- Align market incentives and market reforms, and institutionalise this so that the industry itself finances and integrates the human rights due diligence
- Work with investors
- Support Human Rights Due Diligence legislation in production countries
- Assist in setting up national grievance mechanisms where these do not exist
- Train fishing industry employees in know-your-rights-training
- Adapt the UNGPs to different fishery industries
- Train people to use the Human rights guide to fisheries
- Insert human rights into Sida's marine special planner

Annex A: Terms of Reference

TERMS OF REFERENCE – FINAL EVALUATION:

LOT 2) THE DIHR PROJECT “SUSTAINABLE OCEANS - PURSUING A HUMAN RIGHTS-BASED APPROACH TO FISHERIES AND AQUACULTURE”

1. BACKGROUND

The Danish Institute for Human Rights (DIHR) is implementing a Project on “Sustainable Oceans - pursuing a human rights-based approach to fisheries and aquaculture (2018-2023)” (Sustainable Oceans Project).

The focus of the Sustainable Oceans Project is on building multi- stakeholder partnerships that can generate the evidence base and dialogue that is required to influence national, regional and global policy formulation and strategies to enhance the human rights impacts of the aquaculture and fisheries sectors and contribute to the realisation of SDG 14 to conserve and sustainably use the oceans, seas and marine resources for sustainable development. The Sustainable Oceans Project builds on its ToC.

The Sustainable Oceans Project's activities are financially supported by Sida.

The DIHR wishes to conduct final evaluation the Sustainable Oceans Project in mid April – early July 2023.

2. CRITERIA AND OBJECTIVES FOR THE FINAL EVALUATIONS

In accordance with the [OECD DAC Principles for Evaluation of Development Assistance](#), the final evaluations will focus on assessing the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the Sustainable Oceans Project.

The intended users of the final evaluations are the DIHR, partners on the project, and Sida, as the project's funder, as well as other donors as appropriate.

The DIHR intends the final evaluation to be a valuable tool to shape the design of future activities and methodologies for engagement on Sustainable Oceans - pursuing a human rights-based approach to fisheries and aquaculture. The final evaluation will provide constructive and concrete guidance on ways to improve future partnership(s) along with conclusions/ recommendations on how to build on the achievements for future continuation and/or expansion of the Sustainable Oceans Project.

3. QUESTIONS TO BE ANSWERED

3.1 RELEVANCE

- To what extent are the Sustainable Ocean Project's objectives still relevant in the current human rights and 2030 Agenda global context?
- To what extent did the Sustainable Oceans Project influence dialogue on national, regional and global policy formulation and strategies to enhance the human rights impacts of the aquaculture and fisheries sectors and to the realisation of SDG 14.
- How does promotion of HRBA to fisheries and aquaculture bring added value to influencing national, regional and global policy formulation and strategies to enhance the human rights impacts of the aquaculture and fisheries sectors and contribute to the realisation of SDG 14?

3.2 COHERENCE

- How can the results and outcomes of the Sustainable Oceans Project inform development of new initiatives aligned with Sida's strategy for environment, climate and biodiversity 2022- 2026 and cross-cutting priorities (e.g. gender, environment and climate, indigenous populations, conflict, poverty alleviation and rights-based approach) as well as with DIHR's strategies?
- How is the interchange across, and between, national level engagements and regional/ international work in the Sustainable Oceans Project?

3.3 EFFECTIVENESS

- What are the main outcomes (positive and negative, expected and unexpected) of the Sustainable Oceans Project?
- How valid has the Sustainable Oceans Project's Theory of Change been in relation to implementation, achieved results and the theory's reflection of the implementation realities?
- What are the opportunities, strengths, risks and weaknesses of DIHR's approach and activities? How is the DIHR's collaboration with partners in the countries we have worked in contributing to the project's stated objectives?
 - How is DIHR contributing to change processes at a national level?
 - How effectively has the Sustainable Oceans Project impacted on actors in countries we work in?
 - How are partners contributing to regional and global advocacy processes?
- How well are gender-mainstreaming, environmental concerns and indigenous peoples' concerns integrated in the Sustainable Oceans Project and how could the integration be improved?
- Provide specific recommendations on
 - How to build on the achievements of the project and ensure that is sustained by the relevant stakeholders;
 - How to streamline and improve the various delivery mechanisms of the project for greater effectiveness and impact;
 - How to build on outputs, outcomes, lessons learned and best practices to inform the conceptualisation and design of a future project in collaboration with Sida.

3.4 EFFICIENCY

- Are performed Sustainable Oceans Project activities, delivered outputs, and (possibly achieved) outcomes cost-effective?
- Did the Sustainable Oceans Project have a reasonably cost-efficient balance between DIHR administration, DIHR activities and partner engagements to implement the project?

3.5 IMPACT AND SUSTAINABILITY

- How do key stakeholders and partners view the impact of the Sustainable Ocean Project?
- What are the overall risks to sustainability of the Sustainable Oceans Project?
- Are there Sustainable Oceans Project achievements which contribute to lasting and sustained impacts beyond the implementation period?
 - At the international/regional level
 - At national level

4. PROPOSED METHODOLOGY

It is proposed that the final evaluation be led by external consultants. The programme/ project managers at the DIHR, and other relevant DIHR staff as appropriate, can liaise and support as necessary/ needed.

The external consultants will be provided access to review reports and publications produced under the Sustainable Oceans Project, as well as all relevant programme/ project documents, including the DIHR's annual reports to Sida, the outcome harvesting, and broader DIHR strategic plans and policies.

A kick-off meeting will be organised where the project managers will explain the institutional set-up where the project are located. At the kick-off meeting, the external consultants will present a detailed workplan for review.

The final evaluation will be based on triangulated evidence to address the criteria stipulated under the OECD Principles as indicated above, as well as any additional ones identified during the initial phase of the evaluation (based on the documentation review), if relevant. The evaluation team should use the Sustainable Oceans Project's respective Theory of Change, and questions detailed above, to inform the formulation of a series of Evaluation Questions to guide the process and examine the cause-and-effect links along the project's results chain (i.e., inputs, activities, outputs and outcomes). The starting point for this will be a review and analysis of the core documentation available. This will help assess the Sustainable Ocean Project's activities and achievements, the intended and unforeseen outcomes for target groups and partners cost and sources of funds, success and failures, and the degree to which the project has systematically applied adaptive management principles. The documentation review will also serve to identify interviewees. The consultants will propose an interview process in conjunction with the Evaluation Questions.

Based on the document review and discussions with the project managers, the external consultants will design and deliver a facilitated workshop for staff within the project. The project managers will be available for discussion on an ongoing basis, and the consultant can set up individual interviews with project staff as needed. An in person facilitated workshop at the DIHR offices in Copenhagen, Denmark, is preferred.

The external consultants will lead the workshop in, bringing some initial reflections from the document review and from their knowledge and experience. The main focus of the workshop will be for DIHR staff to discuss the topics in question in a facilitated manner.

The external consultants will develop a separate evaluation report. The DIHR will provide input on the draft which the external consultants will integrate or take into consideration.

The external consultant should seek external input and validation from partners, which the project managers can help facilitate, and other actors in the respective fields where relevant.

The external consultant will design a half-day validation workshop to present the outcome report to DIHR staff (i.e. one for each lot). The external consultant will integrate or take into consideration the feedback received.

The final outcome report will be no more than 30-40-pages including an executive summary, main content based on the question detailed in section 3, and conclusions/ recommendations. The final outcome report will be presented to the donor by the DIHR and the consultant will be open for a joint or separate dialogue with the donor on the report.

Annex B: Documents reviewed

Proposal, Annual reports and annual work plans to Sida:

- Project document
- Original results framework, Oceans_Dec 2018
- Inception Report_Annex 8_Overall Work Plan of the project
- Annex 8_Overall Work Plan of the project (2018)
- Inception report to Sida_Sustainable Oceans
- 2018 Annual report to Sida_Sustainable Oceans
- Work Plan Sustainable Oceans Project_2019 Sida
- 2019 Annual report to Sida_Sustainable Oceans
- Work Plan Sustainable Oceans Project_2020 Sida
- 2020 Annual report to Sida_Sustainable Oceans
- Work Plan Sustainable Oceans Project_2021 Sida
- 2021 Annual report to Sida_Sustainable Oceans
- Work Plan Sustainable Oceans Project_2022 Sida
- Revised ToC Oceans_2021 and 2022 (approved)
- Revised Results Framework Oceans_2021 and 2022 (approved)
- Draft 2022 Annual report to Sida_Sustainable Oceans
- Work Plan Sustainable Oceans Project_2023 Sida

Mid term report:

- Final Report for the Sustainable Oceans Project MTR
- Final Report for the Sustainable Oceans Project MTR – Annexes

Budgets:

- Sustainable Oceans - Budget Revision- 07 March version
- Sustainable Oceans - Narrative Budget Report - 07 March version

Outcomes:

- Draft Outcome Harvesting_BD
- Sub-project report from Chile
- Outcome harvest from partner01 in Bangladesh
- Outcome harvest from partner02 in Bangladesh

Outputs on DIHR's webpage:

- SWIA Chile
- SWIA Bangladesh
- Videos from SWIAs
- Reports from dialogues
- Case studies by collaboration partners
- Tools

Contractual documents with Sida:

- Amendment to the Agreement on RB for SD Programme +Sustainable Oceans Project – Sida

Project management tools:

- Checkliste til projektportal

Gender mainstreaming documents:

- DIHR Gender Workshop Report_FINAL
- DIHR inception report final
- Gender Workshop Agenda_FINAL
- RBC-Sustainable Oceans Gender Pointers

DIHR strategies:

- DIHR Strategy 2021-2024 English
- DIHR international_substrategy 2017-20
- DIHR SDG Accountability_APR2022
- DIHR_SDG Themes_APR2022
- DIHR sub strategy for work on human rights and sustainable development 2022-24

Sida strategies:

- Strategi-for-sveriges-utvecklingssamarbete
- Strategy-for-capacity-development-partnership-and-methods-that-support-the-2030-agenda-for-sustainable-development
- Strategy-for-swedens-global-development-cooperation-in-sustainable-social-development-2018-2022
- Strategy-for-swedens-global-development-cooperation-in-the-areas-of-environmental-sustainability-sustainable-climate-and-oceans-and-sustainable-use-of-natural-resources-2018-2022
- Strategy-sustainable-economic-development-2022-2026

Annex C: Interview guides

Interview Guide external stakeholders Sustainable Oceans Project

1. What would you say are the most important outcomes or impacts of the DIHR's work on fisheries, aquaculture and human rights? *(If necessary, probe with info from Outcome harvest database)* (Q7/Q21)
2. Are you aware of any negative effects of the DIHR's work on fisheries, aquaculture and human rights? (Q7)
3. Do you have an example where DIHR's and partners' resources and initiatives under influenced dialogue (on national, regional or global level) to formulate policies or strategies to enhance human rights in fisheries and aquaculture? *(If necessary, probe with info from Outcome harvest database)* (Q2)
4. Are you aware of an achievement made by the Sustainable Oceans Project that will contribute to lasting impact? At the national level? At international level? (Q23/Q24)
5. What would be required to achieve this lasting impact? (Q23/Q24)
6. What is needed for sustainability of the achievements reached by the DIHR's work on fisheries, aquaculture and human rights? (Q22)
7. How has the focus on the HR-based approach been relevant to promote human rights in fisheries? To what extent has this enhanced the realisation of SDG 14? (Q3)
8. Do you believe that it is still relevant to work for human rights impact in the fisheries and aquaculture sectors, to be documented and addressed in multi-stakeholder dialogues on sustainable development, responsible business and human rights? (Q1)
9. Is it relevant to develop generic tools for uptake by governance stakeholders in the fisheries and aquaculture sectors all over the world? (Q1)
10. Do you consider it relevant to have a human rights-based approach to fisheries and aquaculture? Are there other approaches that may be more relevant for the future? (Q1)
11. Do you see any signs of interchange of analysis and activities between countries, and from international to national, or from national to international level? (Q6)
12. Are there any outcomes that it would be particularly interesting for DIHR to build on in the next phase of the project? (Q17)
13. Do you have any recommendations to provide to DIHR as to how they can streamline and improve their delivery mechanisms? (Q16)

Specific questions to partners:

14. Can you provide some examples of how DIHR has impacted you as their partners in the country where you work? (Q12)
15. Can you provide an example of an advocacy process you have been engaged in due to inspiration and/or tools and knowledge provided by DIHR? (Q13)
16. How would you describe your partnership with DIHR? What kind of sharing of roles and responsibilities is there? Is there anything in this partnership that is different from other partnerships? (Q10)
17. Do you have any recommendations to DIHR as to how to design their partnership model in the future? (Q10)

Specific questions to Sida:

18. Are there any new approaches or focus areas that you would like to see DIHR implement in their next phase to align with Sida's strategies and requirements on cleaner oceans and sustainable use of marine resources etc? (Q4)
19. How well do you perceive integration of cross-cutting issues like gender, environmental and indigenous peoples' concerns in the Sustainable Oceans Project? Do you have any recommendations as to what DIHR could do differently here? (Q14)
20. To what extent would you say that the programme has applied adaptive management, i.e systematic and regular monitoring and adjustments (if necessary) of management processes? (Q19)

Workshop Lot 2 Sustainable Oceans Project
May 31st, DIHR Office, Wilders Plads 8K, Copenhagen

The workshop will be hybrid, with three people participating online and three plus two facilitators present physically. This will require that all sit in front of screens except for groups work, where the three online participants can work together and the three in Copenhagen can be a group. The work has to be presented online for all. Will require an online setup that allows for both virtual and physical presence, that allows for group work to be presented in a downloadable way. Will also require a chat room or similar for brain storms.

10:30 Presentations, welcome, objectives and expectations of the workshop

10:45 Internal management plenary interview (45 minutes)

1. How has the ToC been used for planning and implementation of the project? (Q8)
2. What will you use this experience in the next phase? (Q8)
3. (Roundtable) What have been the positive and negative sides of having had a flexible project management style for the SO project? (Q20)
4. To what extent has the projects been managed in a cost-efficient way? Q19)
5. What are the lessons learned from project management that should be taken forward to the next phase? (Q19/Q20)

11:30 Cross-cutting issues - Plenary interview (30 minutes)

6. How is gender integrated in the programme and how could this be improved? (Q14)
7. How are environmental concerns integrated into the programme, and how could this be improved? (Q14)
8. How are indigenous peoples' concerns integrated into the programme and how could this be improved? (Q14)

12:00 Interchange - Plenary interview (30 minutes)

9. How is the interchange across, and between, national level engagements and regional/international work in the Sustainable Oceans Project? (Q6)
10. What are the lessons learned for what it takes for vertical and horizontal linkages and interchange to occur? (Q6)

12.30 Lunch

13:00 Relevance - Small groups, one digital one physical (25 minutes)

11. If we look into the future, what would you like a new project to achieve? Will you still focus on individual countries, if yes why, and what should be the criteria for selecting the next countries? Would you still work with generic tools? What can you do to ensure maximum uptake? In your original project description, there is a long list of HR issues, of which some/many have not been focused on. Why or why not would you consider revisiting the list of HR issues described in the

original problem description, and choose specific HR challenges, i.e. from a salience perspective, for your next phase? (Q1)

13:25 Presentation small groups – discussion (20 minutes)

13:45 Sustainability (45 minutes)

Introduction from internal workshop on outcomes (Mikkel)

Plenary interview

12. What does sustainability look at for the SO project?

13. What is needed for achievements reached by the Sustainable Oceans Project to become sustainable? (Q22)

14. What lessons can you draw from this to the next phase? (Q15)

14:30 Coffee

14:45 Effectiveness I – small groups (20 minutes)

15. How can the Sustainable Oceans Project streamline and improve the various delivery mechanisms of the project for greater effectiveness and impact? (Q16)

15:05 Presentations – discussion (20 minutes)

15:25 Effectiveness II – small groups (25 minutes)

16. What are the successful practices (Q9) and outcomes (Q17) to build on and bring forward to a new phase of the programme?

15:50 Presentations – discussion (25 minutes)

16:15 Evaluation of workshop – to what extent were expectations met?

16:30 The end