Final Independent Project Evaluation of the

Umbrella project in support to the implementation of ROCA Program

UZB/U57

Uzbekistan

May 2018

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Full name	Abbreviation	Full name
AIDS	Acquired Immune Deficiency Syndrome	MDG	Millennium Development Goals
BLO	Border Liaison Office	MFA	Ministry of Foreign Affairs
CADAP	Central Asia Drug Abuse Programme	MOBITS	Mobile Interdiction Teams
CARICC	Central Asian Regional Intelligence Coordination Centre	MoI	Ministry of the Interior
CAU	Coordination and Analysis Unit	NCD	Non-Communicable Diseases
CBO	Community Based Organizations	NGO	Non-Governmental Organization
CBT	Computer based training	OECD	Organization for Economic Cooperation and Development
CEDAW	Convention to Eliminate All Forms of Discrimination against Women	OSCE	Organization for Security and Cooperation in Europe
CLPs	Core Learning Partners	PSC	Project Support Costs
CN	Counter Narcotics	SDG	Sustainable Development Goals
CIS	Commonwealth of Independent States	ROCA	(UNODC) Regional Office in Central Asia
CPI	Corruption Perception Index	UN	United Nations
CT	Counter Terrorism	UN women	United Nations Entity for Gender Equality and the Empowerment of Women
CVE	Countering Violent Extremism	UNAIDS	Joint United Nations Programme on HIV/AIDS
DLO	Drug Liaison Officer	UNDAF	United Nations Development Assistance Framework
FCR	Full Cost Recovery	UNODC	United Nations Office on Drugs and Crime

FIU	Financial Investigation Unit	UNSCR	United Nations Security Council Regulation
GBV	Gender Based Violence	WHO	World Health Organization
HIV	Human Immunodeficiency Virus		

MANAGEMENT RESPONSE

Recommendation	Management Response (accepted/partially accepted/rejected)
1**. Programme design alignment.** During the drafting of the next programme for Central Asia, the ROCA management should ensure that all SP4 supporting actives are interwoven with the activities undertaken by the three other SPs. For example, where an outcome in another SP requires specific data sets to be gathered and analysed, this specific analytical activity should appear in SP4 as a funded activity.	Accepted
2. **Human rights, gender and leave no one behind baseline studies.** Before drafting the next Programme for Central Asia, ROCA staff (CAU) should conduct a series of baseline studies that seek to explore the issue of human rights, gender and leaving no one behind across Central Asia, so that future interventions are evidence-based and conducted in direct support wider UN initiatives.	Accepted
3. **Increased visibility of sub-regional issues in UNODC reporting**. ROCA in consultation with HQ UNODC Research and Trend Analysis Branch should consider providing additional information in the Annual World Drug Report that relates to narcotics use, drug smuggling and measures to counter it, within the sub-region.	Accepted

EXECUTIVE SUMMARY

Introduction

UZB/U57 was an umbrella project that supported the Regional Office for Central Asia (ROCA) in the development and implementation of programmes and projects in Central Asia and the Southern Caucuses. The Project documentation did not require the signature of a member state as there were no official beneficiaries. ROCA utilised $680,462 January 2008 to December 2017 to: initiate new projects; enhance understanding through analysis, advocacy and outreach; and facilitate meetings convened under the Memorandum of Understanding (MoU) between UNODC, the Aga Khan Development Network, Azerbaijan, Kazakhstan, Kyrgyzstan, the Russian Federation, Tajikistan, Turkmenistan and Uzbekistan.

Purpose, scope and methodology of the evaluation

This report represents the final Independent Project Evaluation of UZB/U57. The purpose of the evaluation was to assess the Organization for Economic Co-operation and Development - Development Assistance Committee (OECD – DAC) criteria: relevance, efficiency, effectiveness, partnerships and cooperation, human rights and gender mainstreaming of the project's achievements, with a particular focus on effectiveness and impact and to derive lessons learned, best practices and recommendations to inform future programming. Specifically, the evaluation sought to identify to what extent the project's achievements were likely to continue. The results of this evaluation will serve as a reference point, so that necessary adjustments to the UNODC intervention in the Central Asian sub-region within the UNODC Regional Programme for Central Asian States (2015-2019) can be made. The primary intended user is ROCA.

The evaluation utilised a mixed-method approach in line with United Nations Evaluation Group (UNEG) and UNODC Norms and Standards, of qualitative and quantitative data, ensuring a gender-sensitive, inclusive methodology. Due to the relatively small number of stakeholders and documentation, the evaluation used a broad-based sampling approach. Primary (interviews and a field mission including observations) and secondary data sources (project documents, revisions, and UNODC reports) were used. Data gained from one source was triangulated with another. The evaluation covered the period January 2008 until the end of December 2017. It was conducted by a single external independent international evaluator, with a Law Enforcement background and extensive experience of working within Central Asia, and it comprised of a field visit to ROCA, in Uzbekistan, from 22 to 26 January 2018.

Main findings

Relevance

In 2008 ROCA commenced U57 at the behest of HQ UNODC. The design was simple but relevant to the desired objective; to support the implantation of the ROCA programme. The project established a discrete fund through which ROCA could conduct research, analysis, advocacy, devise new projects and produce reports, without having to allocate funds from its standing projects.

U57 was highly relevant to a large number of UNODC initiatives within Central Asia and the Southern Caucuses, as it supported 88% of ROCA's portfolio of projects. Funds, used as seed money, assisted ROCA to develop 16 country level projects. The project also provided support to development of the Programme for Central Asia and the MoU process, which enabled ROCA to encourage greater sub-regional cooperation. The project was relevant to UNODC's mandate and its concerted approach, in that it supported both the country and sub-regional layers.

Efficiency

The project was extremely cost-effective. Over a ten-year period, the project spent the entire budget of $680,462[1], and this enabled ROCA to fund a large number of activities, to include MoU meetings, sub-regional working groups, cost sharing of three staff posts, developing new projects, research, publications and analytical training. The project was overseen by a project coordinator, who also managed the Coordination and Analysis Unit (CAU), and this allowed close coordination between where funds were required and how they were allocated.

Many of the activities undertaken by U57 are similar to those now undertaken by SP 4 of the Programme for Central Asia. Labelling these supporting activities as a separate SP, is a risk. SP4 does not attract the same level of funding as the other SPs, and yet SP4 is central to the delivery of the programme as a whole.

Partnerships and Cooperation

One of the central elements of the project was that of supporting the MoU meetings that promoted dialogue between the Countries of Central Asia, the Southern Caucuses and the Russian Federation. Although the project did not increase the number of partners that UNODC worked with, it provided funds that allowed the MoU process to take place. By socialising issues and introducing regional initiatives, Country Offices were more able to discuss solutions with Member States, devise new projects, foster new partnerships and deliver greater cooperation. UNODC's training of analysts was well received and delivered increased data sharing between ROCA staff and Member States[2].

Effectiveness

The project achieved its desired objective, that of increasing ROCA's capacity to develop new operational activities. 16 country level projects (mostly law enforcement and information sharing) and 2 sub-regional programmes[3] were developed on the basis of the studies and assessment missions. By facilitating MoU meetings, the project expanded the capacity of member states to maintain and develop regional cooperation frameworks for better political and operational cooperation to counter drugs and crime. In order to increase member states', civil societies' and the general public's access to information on drug trafficking and drug related crime trends, ROCA provided additional newsletters and improved reporting. While most of the targets in the logical matrix were met, those relating to releasing regular new stories were missed. Despite the fact that the project made improvements to the overall reporting structure, many ROCA staff had concerns about the quality, timeliness and substance of UNODC reporting.

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[1] U57's total allocated budget as $680,462.
[2][2] As reported by UNODC ROCA CAU analysts.
[3] The Programme for Central Asia 2015-2019 and the ROCA Strategic Outline for Central Asia and Transcaucasia for 2012-2015.

Sustainability

The project was a supporting function to ROCA; it backstopped many of the projects conducted throughout the sub-region. Sustainability was not formally considered in the project's design or revisions. The two most tangible outcomes were the Programme for Central Asia and the MoU process. The Programme for Central Asia is likely to be extended for an additional 5 years; until 2024. While the MoU process will endure, the meetings convened under the MoU will require UNODC facilitation if they are to continue in their current format.

Impact

The project's main achievement is the fact that MoU meetings have started again. The outcome of this reinvigorated process, and the main impact of the project, was the signing of the Programme for Central Asia, and the renewed political dialogue between the Central Asian states, the Russian Federation and Sothern Caucuses. To date progress has been confined to the political level, with little tangible increase in sub-regional cooperation.

Human Rights and Gender and Leave No-one Behind

Human rights and gender sensitive activities were not included in project documentation; however, it became apparent that the project did consider these issues. This is most clearly demonstrated through the number of UN conventions and protocols signed and/or ratified during the last 10 years. UNODC reporting also indicated a large number of activities in support of gender equality and the concept of leaving no one behind. While these activities had been well delivered and were highly appreciated, the reasoning behind some is not clear, as baselines studies indicating how gender inequality and marginalisation impacted delivery, had not been conducted.

Main conclusions

The requirement for ROCA to hold funds dedicated to supporting sub-regional activities and backstopping its country level projects was hugely important. Many of the activities undertaken by U57 are similar to those now undertaken by sub-programme 4 of the Programme for Central Asia. There is a risk that by corralling these functions into a sub-programme, it implies that they are optional, when in fact they are central to the delivery of the programme as a whole. Currently ROCA has only managed to secure 10% of required funds[4] for sub-programme 4.

While the project supported gender equality and leave no one behind with a number of high quality activities, linked to SDGs, there was little indication as to why certain activities were chosen and to what end they were delivered. In many instances there was no supporting evidence as to why or how gender inequality or marginalised communities impacted UNODC's objectives, and how the chosen activities increased the effectiveness of UNODC's delivery.

A positive outcome from the joint analytical training was improved relationships between UNODC staff and Member States analysts. This often manifested itself with trained analysts approaching UNODC staff for assistance when compiling UNODC returns. The annual drug questionnaires, that UNODC requests Member States to complete, are complex and time consuming. Member States, through their interactions with ROCA staff expressed a view that the UNODC's World Drug Report

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4 From ROCA annual report that indicates that SP4 has raised $500,000 from an anticipated $6,100,000 as detailed in the Programme for Central Asia.

does not contain enough information about the sub-region, when compared to the effort required to gather and compile the statistics.

Recommendations

Recommendation 1 – Programme design alignment. During the drafting of the next programme for Central Asia, the ROCA management should ensure that all SP4 supporting actives are interwoven with the activities undertaken by the three other SPs. For example, where an outcome in another SP requires specific data sets to be gathered and analysed, this specific analytical activity should appear in SP4 as a funded activity.

Recommendation 2 – Human rights, gender and leave no one behind, baseline studies. Before drafting the next Programme for Central Asia, ROCA should conduct a series of baseline studies that seek to explore the issue of human rights, gender and leaving no one behind across Central Asia, so that future interventions are evidence-based and conducted in direct support wider UN initiatives.

Recommendation 3 – Increased visibility of sub-regional issues in UNODC reporting. ROCA in consultation with HQ UNODC Research and Trend Analysis Branch should consider providing additional information in the Annual World Drug Report that relates to narcotics use, drug smuggling and measures to counter it, within the sub-region.

Lessons learned and best practices

Retaining a nominated position responsible for developing a central UNODC media strategy and assisting with the production of media releases and reports should be considered as best practice. According to the project documentation and interviews there was a need in ROCA to formalise this process and to provide support to the country offices. The U57 (now SP4) Coordinator provides this function, as project staff (SMEs) require assistance with developing suitable stories and drafting media releases.

Despite the fact that project sought to assist ROCA with its reporting, this was the one area where the project failed to achieve the indicator, as set out in the logical matrix. ROCA staff contended that: there were too many official reporting formats and that these tended to focus on activities rather than impact; Member States found it hard to fill in UNODC questionnaires; and the Member States felt there is little official UNODC reporting relating to the sub-region. Donors stated that they struggled to find the information they required in UNODC reports and often resorted to calling project staff directly; and that they preferred more regular snippets of information, accompanied by visuals, than long written reports. The ROCA annual report is a good example of how to develop a simple, visual and more reader friendly report, with a focus on sub-regional issues.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings[5]	Evidence (sources that substantiate findings)	Recommendations[6]
1. Many of the activities undertaken by U57 are similar to those undertaken by SP 4 of the Programme for Central Asia. Labelling these supporting activities as a separate SP, means they may not be seen as central to the delivery of the programme as a whole and risks reduced funding.	Interviews with UNODC Staff and donors Desk level review of U57 project documents and The Programme for Central Asia	**1. Programme design alignment.** During the drafting of the next programme for Central Asia, the ROCA management should ensure that all SP4 supporting actives are interwoven with the activities undertaken by the three other SPs. For example, where an outcome in another SP requires specific data sets to be gathered and analysed, this specific analytical activity should appear in SP4 as a funded activity.
2. While the project provided a number of high quality gender sensitive and leave no one behind activities, there was no supporting evidence as to why or how gender inequality or marginalised communities impacted UNODC's objectives, and how the chosen activity increased the effectiveness of UNODC's delivery.	Interviews with UNODC Staff Desk level review of U57 project documents and ROCA reporting	2. **Human rights, gender and leave no one behind, baseline studies.** Before drafting the next Programme for Central Asia, ROCA should conduct a series of baseline studies that seek to explore the issue of human rights, gender and leaving no one behind across Central Asia, so that future interventions are evidence-based and conducted in direct support wider UN initiatives.
3. Joint analytical training has improved relationships between ROCA staff and their students. Trained analysts	Interviews with UNODC Staff	3. **Increased visibility of sub-regional issues in UNODC reporting.** ROCA in consultation with HQ UNODC Research and

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[5] A finding uses evidence from data collection to allow for a factual statement. In certain cases, also conclusions may be included in this column instead of findings.

[6] Recommendations are proposals aimed at enhancing the effectiveness, quality, or efficiency of a project/programme; at redesigning the objectives; and/or at the reallocation of resources. For accuracy and credibility, recommendations should be the logical implications of the findings and conclusions.

approach ROCA for assistance when compiling UNDOC questionnaires, which they find complex and time consuming. There is a feeling that UNODC's World Drug Report does not contain enough sub-regional information, compared to the effort required to gather the statistics.	Desk level review of World Drug Reports and of ROCA reporting	Trend Analysis Branch should consider providing additional information in the Annual World Drug Report that relates to narcotics use, drug smuggling and measures to counter it, within the sub-region.

I. INTRODUCTION

Background and context

UZB/U57 was an umbrella project designed to support the Regional Office for Central Asia (ROCA) in the development and implementation of programmes and projects in Central Asia and the Southern Caucuses. U57 provided the resources required to facilitate meetings convened under the Memorandum of Understanding (MoU) between UNODC, the Aga Khan Development Network, Azerbaijan, Kazakhstan, Kyrgyzstan, Russian Federation, Tajikistan, Turkmenistan and Uzbekistan. The MoU, sought to strengthen cooperation mechanisms and counter narcotic initiatives within the sub-region. In turn, UNODC supported the MoU process by: developing new initiatives; promoting UN conventions and protocols related to drug trafficking, organized crime and terrorism; developing partnerships; and researching and analyzing drugs and crime statists in order to raise awareness and increase knowledge and understanding.

The project was initially planned to last for 4 years. It was revised on 6 occasions, extended to 10 years and the budget doubled from an original $300,000 to $642.456. The project duration was from January 2008 to December 2017. The project document was not signed by any member states and technically, there were no official recipients or beneficiaries. Funds were used by ROCA for staffing costs, MoU meetings, advocacy, studies, research and official communications. The project donors were Kazakhstan (4%) and the USA (96%).

The project was limited, the design was simple and the project documentation was confined to the definition of an overarching objective and three outcomes. Although the project had a clear direction of travel, exact activities were decided on a case by case basis as and when other projects required support.

Whilst the states of Central Asia and the Southern Caucuses vary economically and politically, many of the threats to their security and stability, and the responses to these threats are broadly similar. Security challenges posed by the insecurity in Afghanistan and record Afghan opium harvests present two distinct but inter-related challenges[7]. The northern distribution route facilitates the movement of opiates from Afghanistan along the silk route into the Russian Federation[8]. The Central Asian States and Southern Caucuses lie on this route. Limited natural resources, weak criminal justice systems, and historic border disputes, allow these states to become transit

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[7] From the Programme for Central Asia 2015-2019
http://www.unodc.org/documents/centralasia//MOU/programme_for_central_asia_2015-2019_en.pdf
[8] UNODC Regional Report https://www.unodc.org/unodc/en/drug-trafficking/central-asia.html

countries[9]. Relatively low levels of government spending, corruption[10] and under-resourced law enforcement (LE) agencies[11] pose significant barriers to the combating of drug trafficking[12].

Although opiates trafficked along the northern route (approximately 25% of all Afghan opiates), to the Russian Federation and beyond are by far the largest threat to the sub-region, there are challenges posed by home grown drugs, such as cannabis, and the increasing use of synthetic drugs which are trafficked from other countries[13]. The transnational and organised criminals involved in the narcotics trade often traffic more than illicit drugs and their cargos include contraband, weapons, natural resources and even human beings. The resulting illicit economy that emanates from drug trafficking has a destabilising effect on local economies; it feeds corruption and weakens the State's ability to function. Drugs extract a high human cost. Drug use is on the rise and so too the resulting health and social issues associated with their use. Finally, the Central Asian States face the ever-present threat of Terrorism, both internally and externally from those returning from other conflicts. In the modern world, these multiple threats are both physical and virtual. The transnational and evolving nature of these threats coupled with modern communications necessitate a collective response across the Central Asian States and Southern Caucuses[14].

Purpose and scope of the evaluation

This report represents the final Independent Project Evaluation of U57. The stated purpose of the evaluation was to assess the Organization for Economic Co-operation and Development - Development Assistance Committee (OECD – DAC) criteria: relevance, efficiency, partnerships and cooperation, human rights and gender mainstreaming of the project's achievements, with a particular focus on effectiveness impact and identification of lessons learned, best practices and recommendations for future interventions. Specifically, this evaluation sought to identify to what extent the project's achievements are likely to continue.

The results of this evaluation will serve as a reference point for lessons learned, so that necessary adjustments to UNODC interventions within the Central Asian region within the Programme for Central Asian States (2015-2019) can be made. The evaluation utilised the various training and promotional materials developed by the project and included elements of each, as visual examples.

The evaluation included a field mission to ROCA, in Uzbekistan, from 22 to 26 January 2018, where all stakeholders and CLPs were interviewed. It gathered first-hand accounts of UNODC's assistance as the primary means of assessing to the project's impact. The evaluation was undertaken in line with United Nations Evaluation Groups (UNEG) and UNODC evaluations Norms and Standards.

The primary intended user is ROCA, Core Learning Partners and the project donors.

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9 UNODC Illicit Drug Trends in Central Asia http://www.unodc.org/documents/regional/central-asia/Illicit%20Drug%20Trends_Central%20Asia-final.pdf

10 https://www.transparency.org/files/content/corruptionqas/363_Overview_of_Corruption_in_Kyrgyzstan.pdf

11 Synthesis of UNODC reports as per the TORs for this evaluation (see Annex 1).

12 2016 International Narcotics Control Strategy Report (INCSR).

13 From the Programme for Central Asia 2015-2019. http://www.unodc.org/documents/centralasia//MOU/programme_for_central_asia_2015-2019_en.pdf

14 From the Programme for Central Asia 2015-2019.

The composition of the evaluation team

The evaluation team comprised of a single male external independent international evaluator with a Law Enforcement background. The evaluator has extensive experience of working within Central Asia and Afghanistan. The evaluator was familiar with many of the ROCA projects, the Country Programme for Afghanistan, the Programme for Central Asia and the Programme for Afghanistan and Neighbouring Countries, having conducted a number of evaluations for UNODC.

Evaluation methodology

The evaluation methodology used to compile this report conforms to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, Norms and Standards. The evaluation used a mixed-method approach of qualitative and quantitative data, ensuring a gender-sensitive, inclusive methodology. Special attention was paid to ensure an unbiased and objective approach.

According to project documentation, the universe of stakeholders was only 13 individuals. Selection was based on involvement and receipt of funding/support. Due to the limited size of the project and the small number of stakeholders, the evaluation used a broad-based sampling approach. The evaluator was able to conduct personal interviews with all the identified stakeholders plus additional ROCA staff during the field mission; expanding the universe of respondents out to 22 persons (50% female and 50% male interviewees).

Figure l.   Stakeholders interviewed

Data collection instruments

The data collection strategy is a series of interview guides through which structured and semi-structured interviews were conducted. The framework was designed to guide discussions and illicit responses from participants. Framework questions requested both fact and opinion.

Data sources

The evaluation utilized a mixture of primary and secondary data sources. The primary sources included, among others, interviews with all stakeholders and a field mission to ROCA. Secondary data sources included project documents, revisions, progress and monitoring reports and all other relevant documents, including visual aids and UNODC web pages.

Primary Data sources

A major element of the evaluation was a field mission to Uzbekistan conducted between 22-26 Jan 2018. The evaluator was able to conduct interviews with CLPs, donors and stakeholders, and observe first hand ROCA, and staff interactions.

Field Mission

Map 1.   Map of Uzbekistan[15]

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15 From UNODC Country file on Uzbekistan.

Interviews

The interview guides at Annex II were used to guide discussions. Interviews were either in person or via Skype. Depending upon the meetings, some questions were not relevant and others were asked instead. Interviewees were asked to consent to the interview and assured as to the confidentiality of the process. During the interviews, the evaluator probed topics not originally contained in the guides if they were considered relevant. Interviewees were provided an opportunity to address any topic they felt was not covered (sufficiently or at all). Ample opportunity was afforded to the respondents to tell their own story and to initiate discussion on issues not considered in advance. These "leads" were then pursued in discussions with other respondents in order to verify their veracity and to allow for the further investigation of pertinent issues.

Secondary data sources

Key documentation included:

- Project documentation and project revisions.
- Financial reporting.
- Annual costed work plans.
- Project performance progress reports (annual and semi-annual).
- Minutes of meetings of the MOU.
- Mission reports.
- Project Monitoring and Evaluation tools.
- ROCA newsletters.
- Open source web-based literature.

Triangulation of data

Triangulation of data occurred by combining data from the desk review with that gained from interviews. The desk review assessed all the relevant project documentation, as provided by UNODC and also external sources accessed by the evaluator. The desk review identified areas where additional information was required. When evidence, not uncovered in the desk review, was forthcoming during interviews, the evaluator requested additional documentary proof from ROCA.

Evaluation questions

To assist in answering the evaluation questions the table, below, sets out a series of key questions. These questions have emerged from the TORs and the desk review. The original question posed by the TORs were refined through the inception report process. While they provided a suitable entry point, there was some repetition and in the area of human rights and gender equality the questions required greater precision. The table below forms the basic question set from which various other questioning instruments were developed. Annex II provides a table of questions used during interviews. The main evaluation questions are summarised below:

Table I.   Evaluation questions

Evaluation criteria	Evaluation Question
Relevance	To what extent is the project relevant to the ROCA Programmes?
	To what extent do the objectives, outcomes and outputs respond to UNODC and ROCA Programmes?
Efficiency	To what extent was the project implemented in the most efficient and cost-effective way compared to alternatives?
	To what extent was the structure and profile of the project management appropriate to achieve the project's objective?
	To what extent was the project efficient in supporting the implementation of other projects/programmes within ROCA?
Effectiveness	To what degree were the project's outcomes and objective achieved? What main factors were responsible for the achievement or failure of the objectives?
	To what extent was the project management structure effective and allowed implementing the objective under the project?
	To what extent did the project/programme contribute to the Sustainable Development Goals?
Impact	Have there been any positive or negative unintended long-term results?
Sustainability	To what extent are project interventions sustainable in the long term? If not, what is needed to ensure their continued resilience and viability in the future?

Partnerships and cooperation	How was the project conducive to the development of partnerships at the bilateral and multilateral level as well as UNODC internally?
Human rights and Gender	To what extent are human rights considerations included in the project's development and implementation?
	To what extent are gender considerations included in the projects development and implementation?
	To what extent did the intervention support UN Resolutions on women, peace and security?
	What gender aspects would have been relevant and why were they not included/ addressed?
	How did the project assist marginalised communities?
Lessons learned and best practice	What are the best practices that could be applied in the future activities and similar projects?
	Are there any good practices regarding efficiency, for example were any aspects or arrangements of the activities particularly efficient, and could these be replicated in future activities?

Limitations to the evaluation

There were no major limitations to the conduct of this evaluation. Project staff ensured that the evaluator was engaged at the earliest opportunity and that a set of mutually agreeable dates for the conduct of the field mission were devised. Although reading material was provided at the last minute, the evaluator had sufficient time to read the substantive project documentation and develop an inception report ahead of the field mission.

Corporate knowledge

The project has been in existence for 10 years and, therefore, corporate knowledge was considered a risk. Some of the stakeholders did not have a full understanding of what had occurred during the life span of the project and some UNODC staff had moved on. The ability to identify persons responsible for the initial design, implementation and funding of the project was limited. As luck would have it, a previous ROCA representative, who initiated the project, was now a CLP, courtesy of their new appointment. During the conduct of the evaluation, all the SP 1 (LE) Project Coordinators convened for a meeting in Tashkent. This provided the evaluation with an opportunity to increase the number of interviewees. The evaluation increased the total number of interviewees from 13 to 22 and so gained a better perspective of the project's achievements.

II.   EVALUATION FINDINGS

Relevance

> **Evaluation questions:**
> ➢ To what extent is the project relevant to the ROCA Programmes?
> ➢ To what extent do the objectives, outcomes and outputs respond to UNODC and ROCA Programmes?

Interviews established that in 2007 ROCA was informed by HQ UNODC that it should develop an umbrella project in order to secure funding for centrally conducted research, advocacy and communication activities. In January 2008 U57 commenced, with donations from the US INL and the Kazak Republic. The design was extremely simple. The project was set up to provide a discrete fund that ROCA could use to conduct research, advocate for support from members states, and to work up new projects and funding proposals, without having allocate funds from its standing projects. The design of U57 met the desired objective. Although the project was revised on 6 occasions, its structure remained consistent, as all the project revisions were related to time extensions, the allocation of additional funds, and alterations to the ROCA staff table.

The project supported a number of UNODC initiatives. From the project documentation and annual reporting, the following links were identified.

Table II.   Related UNODC Programmes

UNODC Programme	Theme	Area supported
Strategic Framework Sub-Programme 1[16]	Countering Transnational Organized Crime and Illicit Drug Trafficking	Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC in accordance with its mandate
UNODC Medium-term Strategy: theme area Rule of Law 2008-2011[17]	International cooperation in criminal justice matters	Enhanced capacity for international cooperation against crime, organized crime, corruption, drug trafficking and terrorism

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[16] https://www.unodc.org/documents/commissions/CND/CND_Sessions/CND_57/E-CN7-2014-CRP04_V1400522_E.pdf
[17] https://www.un.org/ruleoflaw/files/UNODC-strategy-July08.pdf

	Policy and trend analysis	Enhanced knowledge of trends including emerging trends in drugs and specific crime issues available to Member States and international community
UNODC's Concerted Approach 2015[18]	Law Enforcement Cooperation	Interconnecting Europe with West and Central Asia
Regional Programme for Afghanistan and Neighbouring Countries (phase I&II)[19]	Regional Cooperation	Regional Law Enforcement, Legal Cooperation and Trend Analysis
Programme for Central Asia[20]	Entire programme	Supported the development of the programme and contributes directly to SP 4

UNODC reports indicated that the International Communities' collective response to Afghan opiate trafficking, the Paris Pact Initiative, has enabled UNODC to develop a number of strategic and operational responses. The common theme throughout has been the requirement for increased regional and sub-regional cooperation. The operational element of the Paris Pact is the Regional Programme for Afghanistan and Neighbouring Countries (RP). The secretariat for the RP is collocated with ROCA in Tashkent. Over the past 10 years UNODC has developed a comprehensive range of programmes and has delivered a portfolio of country level and inter-regional projects within the Central Asian and Southern Caucus States.

Building on the lessons learnt from the implementation of other programmes within Central Asia and the Caucuses, and with the assistance of U57[21], ROCA designed an integrated programme for Central Asia; one that aimed to deliver effect in a more structured and efficient manner across the sub-region. The Programme for Central Asia was aligned with the UN Development Assistance Frameworks (UNDAF) for the Central Asian States over the period 2015-2019. Programme objectives directly feed into the various UNDAFs, mainly in support of rule of law, good governance and health outcomes. The Programme also established a linkage between its stated objectives and the UN Sustainable Development Goals (SDGs). For ease of reference the programme merged all UNODC delivery mechanisms within the sub-region into a single programme of assistance by including a wide range of outcomes to which, Paris Pact, Global, National and Regional Programme level activities all directly contribute.

ROCA's current portfolio of projects (those that make up the Programme of Central Asia) is 33 in number[22]. Research, reporting and interviews indicate that the U57 supported 29 of these projects

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[18] http://www.unodc.org/documents/rpanc/Brochure_One_UNODC_Concerted_Apparoach.pdf
[19] http://www.unodc.org/documents/rpanc/UNODC_Regional_Programme_for_Afghanistan_and_Neighbouring_Countries_-_Brochure.pdf
[20] http://www.unodc.org/documents/centralasia//MOU/programme_for_central_asia_2015-2019_en.pdf
[21] U57 provided analytical support via the CAU, hired a consultant and convened expert working groups.
[22] List of project funding reference numbers provided by ROCA during the evaluation.

directly, which equates to 88%. The U57 project was, therefore, extremely relevant to large number of UNODC programmes (as listed above) and to a large number of country level projects. It was also relevant to the UNODC's concerted approach, in that it provided support to the first layer (country level activities) and support to the second layer (that of linking country level projects into coherent sub-regional mechanisms). The project, also supported ongoing ROCA interventions across Central Asia and within the Southern Caucuses by providing a platform for the MoU signatories to meet and discuss issues relating to narcotics and crime. In addition, it sought to improve information sharing via newsletters, reports and analytical training.

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Summary - Relevance

The project was highly relevant to UNDOC's stated aim within Central Asia and the Southern Caucuses, as it provided the additional means to develop the Programme for Central Asia 2015-2019 and the ROCA Strategic Outline for Central Asia and Transcaucasia for 2012-2015.

The project design was simple and well suited to the project's objective. The project provided ROCA with a vehicle that allowed discretionary funds to be allocated to activities in support of new programmes and projects, and greater regional cooperation without having to access funds from its standing projects.
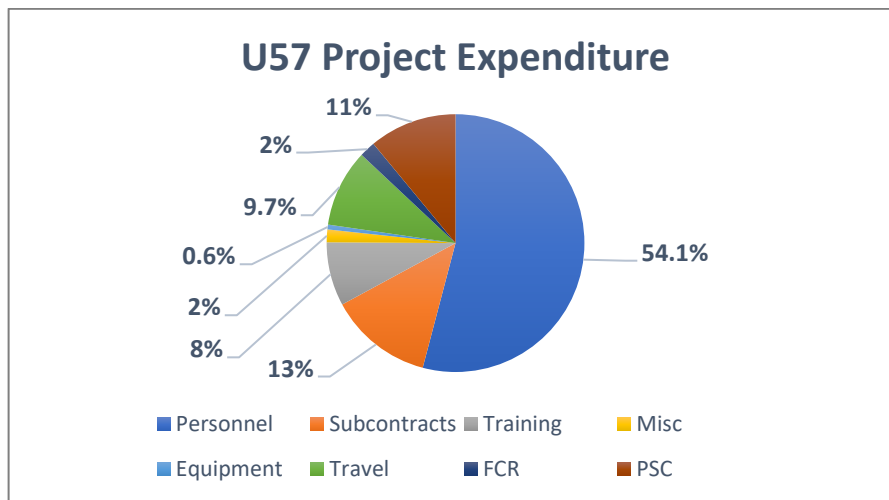
Seed money assisted ROCA in developing country level projects. The project also provided support to the MoU process, which enabled ROCA to support wider sub-regional cooperation. Therefore, the project was highly relevant to UNODC's concerted approach, in that it supported the first two layers (country and region).

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Efficiency

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Evaluation questions:

➢ To what extent was the project implemented in the most efficient and cost-effective way compared to alternatives?
➢ To what extent was the structure and profile of the project management appropriate to achieve the project's objective?
➢ To what extent was the project efficient in supporting the implementation of other projects/programmes within ROCA?

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ROCA reporting and budgetary information indicates that the project was allocated $680,462 over a 10-year period, which is, on average is an annual allocation of $68,046. Given the scope of the project, this is a relatively small amount of money. The project used these funds to support ROCA by mainly offsetting staff costs; as such 54.1% was paid towards personnel costs. Despite being an umbrella project U57 paid Project Support Costs (PSC) of (11%) and Full Cost Recovery (FCR) of (2%). When these figures are combined, the actual amount allocated towards project outcomes was 33%. In classic project management terms this might appear low, however, the project was designed to assist the delivery of the ROCA programme and not to deliver in its own right. From reporting and interviews it would appear that ROCA used this limited allocation of funds wisely and supported a large number of activities.

Figure II.　U57 Project Expenditure[23]

U57 Project Expenditure

Pie chart legend: Personnel, Subcontracts, Training, Misc, Equipment, Travel, FCR, PSC

Values shown: 11%, 2%, 9.7%, 0.6%, 2%, 8%, 13%, 54.1%

According the project's financial statements, as of January 2018, the project had spent all but $40,000 of the budget. The remaining funds had all been allocated to activities which had yet to be invoiced; such as the final evaluation.

The project was implemented for 10 years and revised on 6 occasions. These revisions were required to increase the duration of the project and subsume additional funding. Revisions were also required to allow the project to fund ROCA personnel costs. These revisions appear to be fully justified and ensured that funds were allocated in a logical and appropriate manner. Although ROCA' staff structure is complex, with staff posts funded from multiple budget lines, interviews and the desk level review could not identify any alternative means of delivery. In essence ROCA is matrix managed, and its staff posts have to be funded from multiple income streams. U57 supported this concept and provided additional funds to support ROCA's work.

Reporting and interviews established that the project was managed by a single point of contact in ROCA. This position also managed the Coordination and Analysis Unit (CAU) and oversaw much of the analytical research and communications work that ROCA conducted. The project provided a suitable management structure, as this post was able to understand where funds were required and then directly oversee their allocation. According to the project's financial reporting, at various points in time, the project supported the project Coordinator's salary, an element of an analyst's salary in the CAU, and a proportion of P4 position within ROCA that acted as the deputy regional representative; this when the regional representative was unable to live in the sub-region.

According to ROCA reporting and interviews, the project supported the development of 16 projects and the two ROCA programmes - ROCA Strategic Outline for Central Asia and Transcaucasia for 2012-2015 and the Programme for Central Asia 2015 -2019. Within the last year, the project provided support to formation of MOBITS in Uzbekistan[24] which has been

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[23] Financial data supplied by ROCA.
[24] https://www.uzdaily.com/articles-id-37291.htm

funded by the Japanese Government to the amount $2,5000,000. This country level activity represents is a major element of the Programme for Central Asia Sub-Programme 1.

Figure III.   Representatives of the Japanese Government, the Uzbek Government and UNODC ROCA meet to discuss the funding of MOBITs in Uzbekistan.[25]

Summary - Efficiency

The project was extremely cost effective as it allowed ROCA to fund a large number of activities and support a proportion of 3 staff positons.

The project was overseen by a project coordinator, the same position also managed the CAU, and this allowed the project coordinator to keep a close eye on where funds were required and how they were allocated.

The project enabled ROCA to develop 16 projects over a 10-year period and 2 sub-regional programmes. The most important being the Programme for Central Asia.

Partnerships and cooperation

Evaluation questions:

➢ How was the project conducive to the development of partnerships at the bilateral and multilateral level as well as UNODC internally?

The project was designed to support the MoU between UNODC, the Aga Khan Development Network, Azerbaijan, Kazakhstan, Kyrgyzstan, Russian Federation, Tajikistan, Turkmenistan and Uzbekistan. Therefore, at its heart, it was about developing and retaining relationships with Member States. While there are a number of sub-regional economic and security forums, UNODC maintain[26] that this is the only sub-regional forum that discusses the issues of drugs and crime. Although the project did not appear to have developed any additional relationships beyond the Aga Khan Development Network, it did assist with the facilitation of MoU meetings. These MoU

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[25] Photograph supplied by ROCA.
[26] UNODC reporting states this as a fact and web-based research could not identify any other similar forum.

meetings sought to expose issues and provided a platform for dialogue, they did not propose solutions. According to interviews with ROCA staff and donors, many of the issues raised at these meetings, were then taken away, considered in greater depth, and solutions explored with the assistance of UNODC country offices. Solutions were then devised in concert with a great number of partner organizations.

An example of this trickle-down effect, was reported by ROCA staff working in the area of drug demand reduction and HIV prevention, who stated that the MoU meetings provided a suitable platform for raising awareness of health and wellbeing issues. This provided them with the opportunity to extend their network of contacts and in turn increased partnerships and cooperation at the national level.

The idea of a backstopping, having a branch within ROCA that could conduct analysis, and provide products and reports was extremely useful to UNODC project staff at the country level. The ability to gather and analyse complex data, produce standard data sets, bespoke country profiles and consistently deliver quality documents was seen a one of UNODC's greatest strengths. This capability provided UNODC with credibility and ensured that UNODC was invited, to the table, as a trusted partner.

ROCA staff and reporting, indicates that UNODC analytical training was well received. This training, focused at the analyst level and improved cooperation between Member States and ROCA Staff (mainly, but not exclusively from the CAU). Once analysts were trained they were more likely to ask questions of ROCA staff and to share data. From interview, there appears to be three re-accruing themes: 1. rotation of staff within Member States Ministries means that there is a continuing requirement to train new analysts; 2. relationships need to be maintained and joint training sessions and workshops are required to retain these links; and 3. UNODC drug questionnaires are overly complex and even trained analysts required the assistance of UNODC staff to fill them in.

Summary - Partnerships and cooperation

The project enabled UNODC to maintain the existing relationships it already had within Central Asia and the Caucuses, though convening meetings and the provision of publications.

MoU meetings provided some political impetus to the issue of a regional cooperation in the area of drugs, crime and terrorism, although there was little tangible evidence to suggest that the collaboration improved.

Effectiveness

Evaluation questions:

➢ To what degree were the project's outcomes and objective achieved? What main factors were responsible for the achievement or failure of the objectives?
➢ To what extent did the project/programme contribute to the Sustainable Development Goals?

Project documentation states that the project's objective was to strengthen the capacity of ROCA with the implementation and further development of the sub-regional strategy for Central Asia

and with more active involvement of the countries of Caucasus. This objective was achieved, as the project assisted with the development of (provided funding for) the ROCA Strategic Outline for Central Asia and Transcaucasia for 2012-2015 and the Programme for Central Asia 2015 - 2019. Interviews indicate that, although the Sothern Caucuses were invited, as MoU signatories, to participate in the development of the Programme for Central Asia, they expressed a desire for all UNODC activities conducted within their countries to be separate from the main Programme. Therefore, the Programme for Central Asia only supports outcomes in the 5 central Asian States; although many of the same activities are conducted in the Southern Caucuses.

Outcome 1 was for increased ROCA capacity to develop new operational activities on the basis of the findings of assessment missions and partnership arrangements. Project reporting and interviews indicate that the project supported several specialized digital mapping tools and products that were used to train the staff of analytical units of the Law Enforcement Agencies of Central Asian countries, thereby supporting an informal analysts' network. This network has been instrumental to further strengthen regional cooperation and to better plan ROCA interventions under the Programme for Central Asia. It also enabled ROCA Coordination and Analysis Unit (CAU) to receive drug related information including seizures and drug related crimes etc. from the law enforcement bodies of Central Asia and Caucasus in a regular and systematic manner. With the development of Sub-Programme 4 (SP4) within the Programme for Central Asia this outcome has been achieved. SP 4 now deals with research and trend analysis and is a formalised element of the main programme.

Outcome 2 was for expanded capacities of the governments of Central Asia and the Caucasus in maintaining and further developing regional cooperation frameworks for better political an operational cooperation to counter drugs and crime. Project reporting and interviews indicate that this outcome was achieved through the facilitation of MoU meetings. Annual MoU meetings stopped in 2009, but were reconvened in 2015, as part of the development of the Programme for Central Asia. The 9th, 10th and 11th MoU meeting have now taken place, with the assistance of the project. In addition, this outcome has been reinforced by outcome 2.1, with the provision of expert working groups in 2014, 2015, 2016 and 2017, and outcome 2.2 which has delivered 16 training events (5 in the Southern Caucuses) and trained 198 participants[27]. This training was jointly funded in conjunction with 9 other UNODC country level / global projects.

Outcome 3 was for participating governments, civil society and public at large to have access to information on drug trafficking and drug related crime trends in the regions. The project's logical matrix indicates that the targets were 4 newsletters per year; and 8 reports/stories per month. Annual reporting and research indicates that the required number of newsletters were produced, but that news stories did not reach the anticipated level. Over a ten-year period, ROCA produced 325[28] news stories, which on average equates to 2.7 per month.

Donors expressed a view that while UNODC did provide regular reports, ROCA's current reporting process did not provide them with the little and often (drip feeding) reports that they required to keep their stakeholders informed. ROCA staff also expressed a concern that despite the project's assistance, reporting was still an issue. The project was meant to produce more regular media releases, and this is the only area where the project failed to achieve its stated goals. Developing regular and meaningful media and press releases requires a formal strategy and resources. UNODC SMEs are not necessarily able to develop suitable stories without support. Instead information releases should be written by a person that understands what makes a

27 Data provided by ROCA.
28 News articles listed on the ROCA webpage http://www.unodc.org/centralasia/frontpage/index.html

good story and then has the facts checked by an expert. In order to resonate with target audiences, release need to be at the human level. Reporting should be little and often, as this is far better than all the facts too late and in a format that fails to inspire. The ROCA annual report is a good example of how to develop a more visual and reader friendly report[29].

The Programme for Central Asia and ROCA annual reporting for 2015 and 2016[30] clearly indicates which SDGs the Programme for Central Asia supports via the sub-programmes 1-4. The project, itself, supported:

Goal 5: Achieve gender equality and empower all women and girls - UNODC supports Member States to reach the Targets under SDG 5 by supporting the development of institutional capacities relevant to respecting, protecting and fulfilling the rights of women and girls; and creating the conditions for women and girls to be in a position to claim their rights and be active agents of change; and

Goal 16: Build effective, accountable and inclusive institutions at all levels - UNODC supports the Memorandum of Understanding mechanism on sub-regional regional drug control cooperation focusing on promotion of information/intelligence exchange at the sub-regional level, sharing of experience in effective drug control, arrangement of joint training for specialists.

Interviews and research indicate that most of the seeding money spent by the project was allocated in support of Law Enforcement capacity building projects which sought to increase national capabilities and bolster sub-regional information sharing. While gender sensitive activities can be linked to the SDG 5, exactly why and how certain targets for female participation within the sub-regional were generated is unclear.

Summary - Effectiveness

The project achieved its desired objective, to strengthen the capacity of ROCA.

It increased ROCA's capacity to develop new operational activities using the findings of assessment missions and partnership arrangements. In total the project supported the development of 16 country level projects and 2 sub-regional programmes

Through the facilitation of MoU meetings and working groups, the project expanded the capacity of member state in maintain and develop regional cooperation frameworks which sought to provide better political an operational cooperation to counter drugs and crime.

Finally, the project provided Member States, civil society and the general public with additional information on crime trends and drug use. While most of the targets under this outcome have been met, those relating to development of news stories were not.

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[29] http://www.unodc.org/documents/centralasia//_2017/March/ROCA_Annual_report_EN.pdf
[30] http://www.unodc.org/documents/centralasia//_2017/March/ROCA_Annual_report_EN.pdf

Impact

Evaluation questions:
➢ Have there been any positive or negative unintended long-term results?

The impact of an umbrella project, one that in essence is only there to support other projects, is difficult to assess. The analysis of ROCA reporting suggests that the impact of the project relates to UNODC's ability to facilitate MoU meetings and working groups, amongst the signatory nations. According to the ROCA reporting, backed by research, the MoU process is the only international platform of its type. The fact that the Central Asia and Southern Caucus States have a viable platform to share information, relating to drugs and crime is a major achievement. The outputs of these meeting, however, is more difficult to gauge. ROCA staff and donors report that the MoU meeting focus almost exclusively at the political level and that there is little substantive dialogue. One output of the MoU process was the formation of CARRIC and to date this has been the greatest achievement of the MoU process. CARRIC has been operational for 10 years and while the project did not support its formation or its functioning, CARRIC is a good example of what can be achieved when there is greater cooperation between Member States. The more tangible long-term output from the project appears to be the Programme for Central Asia, signed at the 9th MoU meeting in 2015. This programme now guides ROCA's approach to implementation across the sub-region.

Figure IV. Signing of the Programme of Central Asia [31]

Figure V. Meeting at CARRIC [32]

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[31] Signing of the Programme of Central are from UNODC http://www.unodc.org/centralasia/en/news/ninth-mou-meetingi-on-drug-control-cooperation.html

[32] Meeting at CARRIC as published in the ROCA Annual Report for 2016

Summary - Impact

The main impact of the project has been the signing of the Programme for Central Asia. This was facilitated by the fact that the MoU process had been reinvigorated and renewed political dialogue between the Central Asian states, the Russian Federation and Sothern Caucuses. To date progress has been mainly confined to the political level and there has yet to be any tangible increase in sub-regional cooperation and coordination, as it relates to countering drugs and crime.

Sustainability

Evaluation questions:

➢ To what extent are project interventions sustainable in the long term? If not, what is needed to ensure their continued resilience and viability in the future?

The project's aim was to support ROCA and as such sustainability was not included in the original project documentation or within the 6 revisions. The project delivered activities such as, the scoping of future projects, research, staff support, advocacy and the production of communication materials. It also enabled a small amount of training events, in conjunction with other ROCA projects. While the project enabled other projects, of which some have provided more tangible resources, sustainability in the view of this evaluation is limited to the MoU meetings themselves. Research and interviews indicate that without ROCA assistance and enablement, these MoU meetings would not have taken place. This is not to say that the MoU meetings themselves are unsustainable, it is more of a reflection of the fact that without UNODC's convening and facilitation, sub-regional working groups and MoU meetings within Central Asia and the Caucuses would not naturally occur. Convening and facilitation activities will need to occur into the future and UNODC will require a different funding mechanism now that the project has finished. This presents a dilemma. SP4 would be the logical home for these activities, however, SP 4 is the smallest and least well-funded SP. The appeal of research, advocacy and communication is less than for Law Enforcement or Access to Justice, and this impacts its funding. The way the Programme for Central Asia is structured, suggests that SP4 operates as separate pillar, whereas, in reality it supports and enables the other 3 SPs. When ROCA drafts the next programme, they should consider how they can inter-weave SP4's activities into the three other SPs so that there is a logical cross over. It would also be clear to donors that supporting SPs 1, 2 or 3 activities would require a percentage of funding to cover SP 4's support to the programme.

Summary - Sustainability

The project was a supporting function to ROCA and its portfolio of projects, and as such sustainability was not planned for or delivered.

The only area where sustainability could be seen as a function of the project, is in the convening of the MoU meetings. It would appear that without UNODC encouragement and assistance these meeting would not occur.

Human Rights, Gender Equality and Leaving no one behind

Evaluation questions:

➢ To what extent are human rights considerations included in the project's development and implementation?
➢ To what extent are gender considerations included in the projects development and implementation?
➢ To what extent did the intervention support UN Resolutions on women, peace and security?
➢ What gender aspects would have been relevant and why were they not included/ addressed?
➢ How did the project assist marginalised communities?

Human Rights

Project documentation did not mention human rights and how the project would support them. While this could be seen as an oversight, the project was devised in 2007 when there was limited UNODC guidance in relation to human rights and how they were to be incorporated into project design. While there were no direct examples of project activities promoting human rights in formal reporting, research and interviews uncovered the fact that the project's outcome did, indirectly, promote human rights via the following:

The MoU meetings sponsored by the project are the main means of sharing drug and crime related issues, data and potential solutions within Central Asia and the Caucuses. One of the MoUs main deliverables was that of raising awareness across the sub-region. One potential solution, for greater cooperation, is for Member State to ratify and sign UN protocols and conventions relating to drugs and crime. UNODC regional initiatives, and/or country level interventions can then assist with incorporating these protocols and conventions into domestic laws. The adoption of UN conventions and protocols, which are human rights compliant and gender sensitive should be seen as a major achievement. Research indicates that since the project commenced, eleven UN conventions or UNODC protocols have been signed and ratified by Central Asian States[33] and a further 10 protocols have been signed but not yet ratified.
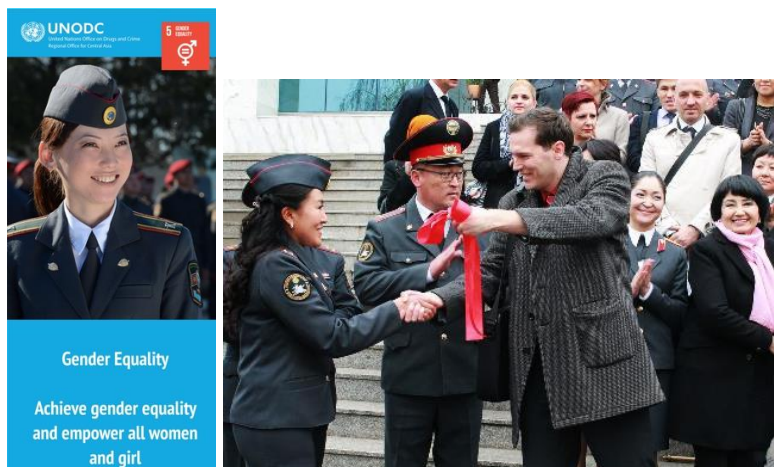
Gender Equality

Although the project documentation did not expressly indicate how it would support gender equality, it is clear from ROCA reporting that the project supported the development of numerous projects that have sought gender equality and were gender sensitive. Form project reporting and

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[33] UNODC ROCA Ratification Status Data, as provided by ROCA.

interviews with ROCA staff the following examples indicate how the project supported the issue of gender equality: ROCA trained many hundred law enforcement officials every year. Of this total ROCA reporting indicates that approximately 12% of the participants were female. During training, participants gained a basic knowledge and developed skills required for developing plans on increasing the representation of women in the police as part of the implementation of UN SCR 1325. Law Enforcement (LE) training also focused on the fundamentals of gender sensitivity, and developed a mentoring programme for female police officers and school girls. ROCA also promoted a range of initiatives to prevent gender-based crimes, to protect and assist victims/survivors and witnesses, and to encourage women's active participation at all levels of the criminal justice system. Although one out of three drug users are women only one out of five drug users in treatment is female. ROCA conferences have highlighted this issue and advocated for a better balance in the provision of health care

This type of reporting is common. However, it is mostly activity reporting and not related to an outcome or toward impact. The Project assisted in raising awareness but to what end it is not clear. For example, why the figure of 12% female participation is important and how this assisted the desired outcome of increased gender sensitivity or equality is unclear.

Figures VI and VII. Examples of support to Gender Sensitive and Equality activities[34]

While the examples above, demonstrate gender sensitivity and equality in UNODC's work, the goals that UNODC seek to achieve are less clear. There is no record of baseline studies having been conducted or of the use of other UN agencies data relating to inequality. Female participation in law enforcement agencies and more widely in the criminal justice system across Central Asia is relatively low[35]. UNODC could have assisted country teams by collecting data on gender participation and barriers to equality within UNODC mandated areas, so that actives were better targeted and supported wider UN objectives. The figure of 12% female participation, which is included in project reporting does not indicate why this percentage is important and how obtaining this target has progressed gender equality or inclusivity within the sub-region.

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[34] Photographs provided by ROCA Staff.
[35] The status of Female Police Officers: An international review
http://oro.open.ac.uk/36665/1/Status%20of%20women%20police%20an%20international%20review.pdf

Leaving no one behind

While project documentation did not expressly indicate how it would support the concept of leaving no one behind, ROCA reporting does indicate that the following has occurred: UNODC promoted International Standards on Drug use prevention among the policy makers and experts of all Central Asia countries. ROCA organised regional training on the evaluation of the effectiveness of drug use prevention, for representatives from the education, health and drug control sectors from all Central Asian States. UNODC's core primary prevention intervention in Central Asia is the family skills training program "Families and Schools Together (FAST)". In 2015, FAST reached over 500 families in Central Asia. Feedback from this programme indicates that parents reported significantly stronger bonds with their child, increased ability to cope with stress - related to their children. Additionally, the overall well-being of the children, as well as their academic skills, improved due to the programme. The project supported with the provision of promotional material. ROCA partnered with National Statistics Committees to publish compilations of crime trends. These new tools contain disaggregated data on crime, offenders and victims, and pay particular attention to the prevalence of gender-based violence.

Figures VIII and IX.   Examples of U57 Support to leave no behind activities[36]

While the examples above, demonstrate what UNODC has done, why and how these activities actually progresses the cause of leaving no-one behind is less clear.

Summary - Human Rights, Gender Equality and leaving no one behind

There is no record in the project documentation to indicate how the project was going to support human rights, gender equality or leaving no-one behind.

Research and interviews or indicated that 21 UN conventions and protocols had been signed and/or ratified in the last 10 years. The adoption of these conventions and assumption into national laws will have had a positive effect in terms of human rights.

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[36] Photographs provided by ROCA Staff.

ROCA, with the assistance of the project delivered a large number of gender sensitive and leaving no-one behind activities. Especially in terms of raising awareness and via support to formal UNODC publications.

To what end, some of these activities were conducted is unclear. In most cases, ROCA baseline studies to assess the impact of gender inequality and marginalised groups within the sub-region, had either not been conducted and/or referenced.

III. CONCLUSIONS

U57 was a simple project designed to provide ROCA with a discreet fund that it could use for multiple purposes in support wider sub-regional cooperation. The project was highly relevant, as it provided vital support to the first and second layers of UNODC's concerted approach. The project was efficient, in that it unlisted a small pool of funds over 10 years and provided a supporting function to ROCA, that did not denude front line projects of funds. The project undertook activities that supported the development of 16 other projects. It provided analytical support and standardisation of reporting; it supported 88% of ROCA's projects in some shape or form. The activities undertaken by U57 are very similar to many of those now undertaken by sub-programme 4 of the Programme for Central Asia. Although a separate SP, with some stand-alone activities, SP 4 is largely a programme support function. However, SP4 does not excite donor interest in the same way that many other of the sub-programme activities do. Currently ROCA has only managed to secure 10% of sub-programme 4's anticipated funding[37]. There is a risk that by labelling these supporting activities as a sub-programme, the implication is that they are optional when in fact they are central to the delivery of the programme as a whole, the MoU process and wider sub-regional cooperation. SP4's activities need to be interwoven with all the other SPs, so that analysis, advocacy and reporting are conducted in support of the entire programme; and this requires donor support.

There was no record in the project documentation to indicate how the project was going to support human rights, gender equality or leaving no-one behind. Research and interviews indicated that 21 UN conventions and protocols had been signed and ratified during the last 10 years. The adoption of these convention and their assumption into national laws, across the sub-region, will have had a positive effect in terms of human rights. The project supported a number of gender sensitive and leave no one behind activities. While the support was high quality and linked, in reporting, to SDGs, there was little indication as to why certain activities were chosen and to what end. These activities and the reasons for their inclusion should be clear. The project could have developed a series of baseline studies, so that ROCA better understood how human rights, gender and leave no-one behind issues impact delivery. The aim would be to clearly demonstrate, for example the cause to inequality, and then the effect of UNODC's activities in relationship to SDGs and wider UN initiatives.

ROCA staff reported that, UNODC provided analytical training was well received and that this has led to increased cooperation and data sharing between ROCA staff and Member States. ROCA staff report that Members States feel that UNODC annual drug questionnaires are long and complex and that many analysts find them difficult to complete. A number of the UNODC trained analysts have approached ROCA staff for assistance in compiling the statistics that HQ UNODC require for the World Drug Report. This effort is time consuming and intensive, as much of the data required is not held in the formats that UNODC require. ROCA staff report that many of their partners are disappointed despite their analytical efforts, the UNODC World Drug Report does not contain more information about the sub-region.

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[37] From ROCA annual report that indicates that SP4 has raised $500,000 from an anticipated $6,100,000 as detailed in the Programme for Central Asia.

IV. RECOMMENDATIONS

U57 supported 88% of ROCA's portfolio of projects, by providing a small amount of money to co-fund activities or provide access to central services that assisted the project staff with their research and reporting. The project supported the MoU process, aimed at increasing sub-regional cooperation, and provided seeding money for 16 country level projects. The cost was relatively small but the assistance it provided was far larger than the allocated funds. U57 is similar to SP 4 of the Programme for Central Asia. SP 4 provides backstopping for many of the outcomes delivered by the three other SPs. Although classed as a septate SP, with a few stand-alone activities, SP 4 supports development and delivery of the entire programme. Labelling these supporting activities as a SP, risks reduced funding; SP 4 attracts less donor support than the other SPs. SP4's activities need to be interwoven with all the other SPs, that so analysis, advocacy and reporting are conducted in support of the entire programme.

Recommendation 1 – Programme design alignment. During the drafting of the next programme for Central Asia, the ROCA management should ensure that all SP4 supporting actives are interwoven with the activities undertaken by the three other SPs. For example, where an outcome in another SP requires specific data sets to be gathered and analysed, this specific analytical activity should appear in SP4 as a funded activity.

The project supported a number of human right, gender sensitive and leave no one behind activities. While the support was high quality and linked to SDGs, there was little indication as to why activities were chosen and to what end. UNODC needs to be smarter in the manner in which it delivers these activities. They should be central to the programme and the reasons for their inclusion clear. The project might have helped ROCA develop a series of baseline studies, so that it understood how human rights, gender and leave no-one behind issues impact delivery. The aim would be to clearly demonstrate the cause of the issues and the effect of UNODC's activities in relationship to SDGs and wider UN initiatives.

Recommendation 2 – Human rights, gender and leave no one behind, baseline studies. Before drafting the next Programme for Central Asia, ROCA staff (CAU) should conduct a series of baseline studies that seek to explore the issue of human rights, gender and leaving no one behind across Central Asia, so that future interventions are evidence-based and conducted in direct support wider UN initiatives.

UNODC provided, analytical training was well received. UNODC annual drug questionnaires are complex, and that one upside of improved relationships is the fact that trained analysts often approached UNODC staff for assistance in compiling the statistics that HQ UNODC required. This effort is time consuming and intensive. UNODC staff reported that many of their partners are disappointed that the World Drug Report does not contain more information about the sub-region and wondered if the result was worth the effort of compiling the statistics.

Recommendation 3 – Increased visibility of sub-regional issues in UNODC reporting. ROCA in consultation with HQ UNODC Research and Trend Analysis Branch should consider providing

additional information in the Annual World Drug Report that relates to narcotics use, drug smuggling and measures to counter it, within the sub-region.

V.   LESSONS LEARNED AND BEST PRACTICES

Evaluation questions:

➢ What are the best practices that could be applied in the future activities and similar projects?
➢ Are there any good practices regarding efficiency, for example were any aspects or arrangements of the activities particularly efficient, and could these be replicated in future activities?

Having a nominated person/position responsible for developing reporting and media strategies is critical, as there is a need to formally plan and deliver regular media releases. It is good to see that U57 and now SP4 have taken-on this activity. Project staff (subject matter experts) often lack the ability to develop suitable stories in isolation. Media releases and newsletters need to be planned. There is a requirement for regular snippets of information, to reinforce the perception that lots is going on, rather than single end of year report, which states this is everything we did last year. This type of reporting strategy requires an owner and then a team that can produce suitable products. Media releases are better written by those who understand what makes a good story and facts then checked by an expert, rather than expecting an SME to develop suitable stories in isolation. Data resonates more when it is accompanied by a human story and strong visuals. A little and often, is far more appealing than all the facts, too late and in a format that fails to inspire.

Figures X and XI. ROCA Annual Report for 2016 and an example of snippets of information.

While the project assisted ROCA to develop its reporting, many ROCA staff stated that: there were too many reporting formats; too many reports; that reporting focused at the activity level, rather than on impact; the reporting structure was constantly being amended; reporting was too rigid; reports were added and never reduced; and that as a result reporting was stale. Member states found it find difficult to fill in UNODC questionnaires[38] and often required UNODC staff to assist or

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[38] As reported by UNODC analysts.

train them. Donors struggled to find the information that they required and often resorted to calling project staff directly. The one area where the project failed to achieve the indicators, it had set in the logical matrix, was that of providing regular media releases. The inability of UNODC to provide reports that are timely, visual and able to be reused (in presentations) is evident from reports and was mentioned during interviews. Donors and recipients often state that they would prefer more regular snippets of information, accommodated by visuals, rather than fully worked up reports. The ROCA annual report is a good example of how to develop a more visual and reader friendly report. It is encouraging to see ROCA learning this lesson, and it is hoped that this type of reporting can come to the fore and render some of the other reporting obsolete.

ANNEX I.   TERMS OF REFERENCE OF THE EVALUATION

UNITED NATIONS OFFICE ON DRUGS AND CRIME
Vienna

Terms of Reference

Final Independent Evaluation of the UNODC "Umbrella Project in Support to the Implementation of ROCA Programme"

Project UZB/U57

May 2017

UNITED NATIONS
New York, 2017

CONTENTS

I. BACKGROUND AND CONTEXT

Project number:	UZBU57
Project title:	Umbrella project in support to the implementation of ROCA Programme
Duration:	01 January 2008 - 31 December 2017
Location:	Sub region - Central Asia
Linkages to Country, Regional and Thematic Programmes:	UNODC Programme for Central Asia 2015-2019: a partnership Framework for impact related action in Central Asia, Sub-programme 4: Research and Trends Analysis, Regional Programme for Afghanistan and Neighbouring countries
Executing Agency:	UNODC ROCA
Partner Organizations:	N/A
Total Approved Budget:	$680,462
Total Overall Budget	$680,462
Donors:	United States of America, Republic of Kazakhstan
Project Manager/Coordinator:	Ms. Galina Fomaidi
Type and time frame of evaluation: (Independent Project Evaluation/In-depth Evaluation/mid-term/final)	Final Independent Project Evaluation
Timeframe of the project covered by the evaluation:	January 2008 - December 2017
Geographical coverage of the evaluation:	The Republic of Uzbekistan (Tashkent)
Budget for this evaluation:	$20,000
Type and year of past evaluations:	
Core Learning Partners39 (entities):	• ROCA RR, ROCA heads of sub-programmes and respective managers • Project Donors – INL (USA) and Republic of Kazakhstan Project has no national partners

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[39] The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Project overview and historical context

This project is implemented by UNODC ROCA in support of development and implementation of the UNODC Programme in Central Asia and support to the Sub-Regional Memorandum of Understanding among UNODC, the Aga Khan Development Network, Azerbaijan, Kazakhstan, Kyrgyzstan, Russian Federation, Tajikistan, Turkmenistan and Uzbekistan. It assists the MOU Member States and organizations to strengthen cooperation mechanisms and initiatives, to invest in new activities in support of the MOU process, to promote the implementation of the United Nations conventions and protocols related to drug trafficking, organized crime and terrorism, to expand partnerships, and to make available research and analysis in order to raise awareness and increase knowledge and understanding on drugs and crime issues.

The project was launched in January 2008 with initial budget of US$ 417,300 for four years. In 2011 the project was revised to extend its duration for one year. Further extensions of the project duration were executed in 2012, 2013, 2015 and 2017 bringing the project end date to 31 December 2017 and the budget increase up to US$ 680,462.

The objective of the project is "To strengthen capacity of UNODC ROCA in implementation and further development of the Regional Strategy for Central Asia with more active involvement of the countries of Caucasus into the regional cooperation networks". In 2015 when ROCA Programme Portfolio became part of the new UNODC Programme for Central Asia for 2015-2019 wording of the project objective was slightly refurmulated to "Strengthened capacity of UNODC ROCA in implementation and further development of the Regional Strategy for Central Asia."

The project has the following three outcomes: (1) ROCA develops new operational activities on the basis of the findings of the assessment missions and partnership arrangements; (2) Expanded capacities of the governments of Central Asian countries in maintaining and further development of the regional cooperation for better political and operational cooperation to counter drugs and crime; and (3) Participating governments, civil society and public at large have access to information on drug trafficking and drug related crime trends in the region.

Under the Outcome 1 UNODC ROCA conducted assesment missions to the countries of the region that resulted in the development of new project proposals and concept papers. . The project has contributed to the development of the ROCA Strategic Outline for Central Asia and Transcaucasia for 2012-2015 and later to the UNODC Progarmme for Central Asia for 2015-2019 by developing Sub-programme 4 of the Programme "Research and Trend Analysis". By creating synergy with Afghan Opiate Trade Project (AOTP), Paris Pact Initiative and the ongoing national, regional and global initiatives, the project has supported several specialized digital mapping tools and products that were used to train the staff of analytical units of the Law Enforcement Agencies of Central Asian countries, thereby supporting the informal analysts' network established earlier. The network has been instrumental to further strengthen regional cooperation and better plan ROCA interventions under the Programme for Central Asia. It also enabled ROCA Coordination and Analysis Unit (CAU) to receive drug related information including seizures, drug

related crimes etc. from the law enforcement bodies of the Central Asia and Caucasus on a regular and systematic manner.

Under the Outcome 2 the project was mainly focused on strengthening the regional cooperation between the Central Asian countries and revitalization of the MoU platform, which was not operational since 2009. In light of the changing landscape and evolving threats, UNODC has sought to re-invigorate the MoU process and develop a new strategic partnership Programme for Central Asia.Thus, the project supported the 8th MoU meeting in Almaty (Kazakhstan) in 2009 and the 9th review meeting of the MoU parties held in Turkmenistan on 4-5 May 2015.

Under the Outcome 3 UNODC ROCA implemened visibility activites including dissemination of drugs and crime related information. This includes the following deliverables:

- Development and dissimination of Drug Compendium, Country factsheets (jointly with Paris Pact Initiative) containing drug related information (drug seizures, price, number of people who use drugs, number of people living with HIV, etc.);
- ROCA Annual report for 2015, 2016 and 2017;
- Quartely ROCA newsletters;
- Maintaining regularly updated ROCA website;
- UNODC contribution to the joint UN publications such as "One UN" brochures/leaflets, joint press releases, press events, observance of the UN days;
- Press conferences on the occasion of 26 June and launch of the World Drug Report;
- Meetings with respective government counterparts to facilitate needs assessment and identification of national priorities for the purpose of development of new components under the ROCA Programme.

Since the project's main goal is to support ROCA Programme implementation, the project didn't require government's signatures and had no government partners. Main beneficiaries of the project are ROCA Programme managers and coordinators.

Project implementation has been monitored by the Project Coordinator through regular quarterly, semi-annual and annual project reporting including Summary of Achievements report, report to the donor (INL).

Main challenges during implementation

Through this project UNODC ROCA was able to invest into assessment missions to participating states to lay the ground for further development of technical assistance projects, Programme components, facilitate national, regional and sub-regional cooperation meetings, support participation of national experts in different international fora (e.g. CND), publish (and translate into Russian language) the UNODC toolkits, newsletters, analytical materials in order to broaden the access to UNODC in-house expertise.

At the same time, the project faced a number of challenges, which hampered effectiveness and sustainability of results. These include:

- Change in project management (Project Coordinator got temporary assignment in Kyrgyzstan for 6 months in 2013).
- Changes in the UNODC Strategy and donor priorities in the region. Starting from 2015, UNODC assistance within the region aims to deliver effect in an integrated and comprehensive manner rather than a series of standalone projects. Thus, UNODC 2015-2019 Programme for Central Asia was developed for five Central Asian countries. Since 2015 Azerbaijan, Georgia and Armenia have been joined to ROCA activities only though under UNODC global initiatives.

However, the project successfully managed to accomplish first outcome and continue implementation of two others including support to the MoU annual meetings as well as visibility related activities.

Project documents and revisions of the original project document

Project document	Year	General information regarding the original project document	
"Umbrella project in support to the implementation of ROCA Programme"	2008	• The original project document didn't require the government signature. The project was designed to support the implementation of the ROCA Programme.	
Project revision	**Year**	**Reason & purpose**	**Change in**
Revision 1	2011	To extend the project duration for one more year and decrease the overall budget. Some activities foreseen in the work plan had to be postponed due to lack of funds and the project was therefore extended until the end of 2012.	• Budget • Timeframe • Logframe
Revision 2	2012	The project revision aimed at the extension of the project duration for 24 months to implement several activities, which were foreseen but delayed due to lack of funds as well as to support the enlarged ROCA portfolio and to strengthen programme management through funding the posts of a Programme Officer and a Programme Support Associate (6 months).	• Budget • Timeframe • Logframe • Staffing table
Revision 3	2013	The project revision aimed to: (i) Strengthen ROCA programme management through funding the post of a Programme Management Officer (P-4)	• Budget • Logframe • Staffing

				table
		and continuing to fund the Operations Manager (P-3,) based in Tashkent; (ii) Increase the project overall budget to include additional activities under Outcome 1 and 2; (iii) ROCA needs "seed" funds to conduct needs assessments and other activities to assist MOU Member States to implement the Sub-regional MOU, national drug control strategies and further promote regional cooperation.	
Revision 4	2015	The project duration was extended for one year, till 31 December 2015. Total budget is $680,461	• Timeframe
Revision 5	2015	The project revision was undertaken to extend the duration for one year, till 31 December 2016.	• Timeframe
Revision 6	2017	The project revision was undertaken for extension of the project duration till 31 December 2017 on no- cost extension basis to complete the project activity related to organization of the MoU annual meeting on sub-regional drug control cooperation.	• Timeframe

Main objectives and outcomes

The objective of the project is defined as "Strengthened capacity of UNODC ROCA in implementation and further development of the Regional Strategy for Central Asia." It is supported by three outcomes: (1) Increased ROCA develops new operational activities on the basis of the findings of the assessment missions and partnership arrangements; (2) Expanded capacities of the governments of Central Asian countries in maintaining and further development of the regional cooperation for better political and operational cooperation to counter drugs and crime; and (3) Participating governments, civil society and public at large have access to information on drug trafficking and drug related crime trends in the regions.

The project Core Learning Partners will be managers and coordinators of the UNODC Programme for Central Asia as well as donors of the project, which include USA (INL) and Kazakhstan.
The project implementation has been regularly monitored against the set baselines, targets and indicators via internal project monitoring and reporting mechanisms: annual and semi-annual reports, reports to donors, work plans, guidelines, project and monitoring reports.

Contribution to UNODC's country, regional or thematic programme

The project contributed to the UNODC Strategic Framework for 2016-2017, Sub-programme 8 "Technical Cooperation and Field Support". The project expected

accomplishment in the strategic framework sub-programme 8 is: to strengthen capacity of UNODC ROCA in implementation and further development of the Regional Strategy/Programme for Central Asia to enhance regional drug control cooperation with and among the Member States in accordance with the United Nations standards and norms in the field of drug control and other relevant international instruments.

The project contributes to UNODC Programme for Central Asia for 2015-2019: a Partnership Framework for impact related action in Central Asia, Sub-programme 1 "Countering transnational crime, illicit drug trafficking and terrorism", Sub-programme 2 "Criminal Justice, Crime Prevention and Integrity", Sub-programme-3 "Drug prevention, treatment and reintegration, and HIV prevention" and Sub-programme 4 "Research and trend analysis"; to Regional Programme for Afghanistan and neighbouring countries.

Linkage to UNODC strategy context and Sustainable Development Goals

Within the United Nations' and UNODC's global strategic framework and based on the culture of shared responsibilities, collective action and benchmarking for progress, the project provides support to the Member States to reach their targets with the following Sustainable Development Goals:

Goal 5: Achieve gender equality and empower all women and girls - UNODC will support Member States to reach the Targets under SDG 5 by supporting the development of institutional capacities relevant to respecting, protecting and fulfilling the rights of women and girls; and creating the conditions for women and girls to be in a position to claim their rights and be active agents of change.

Goal 16: Build effective, accountable and inclusive institutions at all levels - UNODC supports the Memorandum of Understanding mechanism on sub-regional regional drug control cooperation focusing on promotion of information/intelligence exchange at the sub-regional level, sharing of experience in effective drug control, arrangement of joint training for specialists.

II. Disbursement History

Time periods throughout the life time of the project (01.01 2008–31.12.2017)	Total Approved Budget	Expenditure	Expenditure in %
Overall Budget (as of 31.12.2017) USD 680, 462	Total Approved Budget (as of 31.12.2017) USD 680,462	Expenditure (as of 31.12.2016) USD 524,526	Expenditure in % (as of 31.12.2016) 77%

Time period of the project covered by the evaluation	Total Approved Budget	Expenditure	Expenditure in %
January 2008 – December 2017	USD 680, 462	Expenditure (as of 31.12.2016) USD 524,526	77%

III. Purpose of the Evaluation

Reasons behind the evaluation taking place

UNODC is committed to provide its donors with regular narrative and financial progress reports on the activities undertaken with these funds, with particular attention to monitoring and evaluation of the outputs and activities outlined in the project and in accordance with stated performance indicators.

Pursuant to UNODC evaluation norms and standards as well as the project donors' requirements, a final Independent Project Evaluation is mandatory and is to take place prior to the financial closure of the project.

The evaluation will cover the US Government-funded Memorandum of Understanding meetings, project contribution to the development of new UNODC Programme for Central Asian countries for 2015-2019.

The evaluation timeframe will cover project activities conducted over the period from January 2008 until the end of the evaluation field mission (tentatively end of November 2017).

The purpose of this final evaluation is to assess the evaluation criteria of relevance, efficiency, partnerships and cooperation, human rights and gender mainstreaming of the project achievements, with a particular focus on effectiveness and identification of lessons learned, best practices and recommendations for future project/programme interventions to ensure cost-effectiveness and quality of UNODC services.

The results of this summative evaluation are intended for use by the UNODC Regional Office for Central Asia and Donor Countries (US Government and Government of Kazakhstan). In particular, it will serve as a reference source for the lessons learned and integration with the necessary adjustments to the UNODC interventions in the Central Asian region within the on-going UNODC Regional Programme for Central Asian States for 2015-2019 signed in May 2015 by Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan government representatives and based on the integrated programming approach.

This final evaluation will be carried out by an Independent Evaluator, with logistical arrangements provided by the UNODC Regional Office for Central Asia located in Tashkent, Republic of Uzbekistan. Quality assurance and oversight will be provided by the UNODC Independent Evaluation Unit as the clearing entity for all deliverables of this evaluation and in line with the UNODC evaluation policy, norms, standards, guidelines and templates.

Assumed accomplishment of the evaluation

Through this evaluation, UNODC ROCA should obtain an independent and objective assessment on the effectiveness of the ROCA umbrella project in terms of support provided to ROCA projects/Programme in the following areas: (i) organization of MoU meetings that have been for many years the only regional platform for discussion and exchange of experience of drug control new trends, threats and challenges in the region (ii) assessment missions to Central Asian counties and Caucasus aimed at development of new projects/ideas; (iii) visibility and communication

activities; (iv) support participation of Central Asian government officials in CND, Paris Pact and other UNODC high level meetings; and (v) development of recommendations and lessons learned to inform future programming.

Specific questions, among others, that are expected to be answered include 'To what extent have the resources available been converted to outputs in a timely and cost-effective manner for the knowledge products?'; 'To what extend are the project results (outcomes and impact, if any) likely to continue?'
This evaluation will give an opportunity to learn lessons for future support for UNODC development of new programmes/strategies; to provide accountability to donors by determining whether project objectives were met and resources were wisely utilized; to identify areas of improvement.

The main evaluation users

The main users and beneficiaries of this evaluation will be the UNODC Regional Office for Central Asia and Project/Programme managers, HQs respective sections and the project donors (CLP list in Annex 3).

The main stakeholders will get the possibility to review and provide comments on the Terms of Reference, be interviewed and briefed as part of the evaluation process; review and provide comments on the draft evaluation report, as well as facilitate the dissemination and application of the results and other follow-up action. Their comments, opinions and ideas shall be reflected in the report where deemed appropriate by the evaluator. The list of CLPs is provided in Annex 3. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

IV.   Scope of the Evaluation

Unit of analysis	Project UZB/U57
Time period covered by the evaluation	Activities conducted over the period from January 2008 until the end of the evaluation field mission (tentatively end of November 2017).
Geographical coverage of the evaluation	The scope for the geographical coverage of the project will be Uzbekistan. One mission to Uzbekistan is proposed to meet with ROCA Project/Programme Coordinators in Tashkent as well as project donors – INL. The Kazakh Government, which provided totally US$ 50,000 in 2009, can be interviewed through Permanent Mission of the Republic of Kazakhstan to the United Nations (Vienna). Exact details of the field mission, are to be further refined and discussed with the Evaluator.

KEY EVALUATION QUESTIONS

Evaluation Criteria

The evaluation will be conducted based on the following DAC criteria: relevance, efficiency, effectiveness, impact and sustainability, as well as partnerships and cooperation, gender and human rights and lessons learned. The questions will be further refined by the Evaluation Team.

Relevance Relevance is the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.	
1. To what extent is the project relevant to the ROCA Programme s?	
2. To what extent do the objectives, outcomes and outputs respond to ROCA Programme?	
Efficiency Efficiency measures the outputs - qualitative and quantitative - in relation to the inputs.	
1. To what extent is the project implemented in the most efficient and cost-effective way compared to alternatives?	
2. To what extent was the structure and profile of the project management appropriate to achieve the objective?	
3. To what extend increased or decreased this project the efficiency when supporting the implementation of other projects/programmes?	
Effectiveness Effectiveness is a measure of the extent to which an aid activity attains its objectives.	
1. To what degree were the project's outcomes and objective achieved? What main factors were responsible for the achievement or failure of the objectives?	
2. To what extent was the project management structure effective and allowed implementing the objective under the project?	
3. To what extent did the project/programme contribute to the Sustainable Development Goals?	
Impact Impact is the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.	
1. Have there been any positive or negative unintended long-term results?	
Sustainability Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.	
1. To what extent are project interventions sustainable in the long term? If not, what is needed to ensure their continued resilience and viability in the future?	
Partnerships and cooperation The evaluation assesses the partnerships and cooperation established during the project/ programme as well as their functioning and value.	
1. How was the project conducive to the development of partnerships at the bilateral and multilateral level as well as UNODC internally?	
Human rights The evaluation needs to assess the mainstreaming of human rights aspects throughout the project/programme.	
1. To what extent are human rights considerations included in the project development and implementation?	
Gender The evaluation needs to assess the mainstreaming of gender aspects throughout the project/ programme.	
1. To what extent are gender considerations included in the project development and implementation?	
2. What gender aspects would have been relevant and why were they not included/ addressed?	
Lessons learned and best practice Lessons learned concern the learning experiences and insights that were gained throughout the project/programme.	
1. What are the best practices that could be applied in the future activities and similar projects?	

> 2. Are there any good practices regarding efficiency, e.g. are certain aspects or arrangements of the activities particularly efficient, that could be replicated in future activities?

Past Evaluations

Since December 2008, when UNODC launched a 2-year "Umbrella Project for support to the Regional Office for Central Asia and the Sub-Regional Memorandum of Understanding on Drug Control" with a total budget of USD 417,300, project activities have been self-evaluated through semi-annual and annual reporting, report to donors, achievements report. Main results indicated in APPR reports/reports to the donors were the following:

8th and 9th Memorandum of Understating meetings on Sub-regional Drug Control Cooperation (MoU) were organized in Almaty (Kazakhstan) in 2009 and in Ashgabad (Turkmenistan) in 2015. Main outcome of 8th MoU meeting was opening of Central Asian Information and Coordination Centre (CARICC), 9th MoU meeting – launch of the UNODC Programme for Central Asia 2015-2019.

The project supported planning and implementation of the national, regional and sub-regional cooperation meetings in Central Asia, facilitated participation of national experts in different international events. ROCA managers have been able to carry out assessment missions in participating states for further development of technical assistance projects/programmes such as K23 "Standardization and sustainability in the handling and presentation of data in Central Asia", ROCA Strategic Programme Framework for Central Asia and Transcaucasia for 2012-2015, Drug Compendium (Central Asia cases) jointly with Paris Pact Initiative and AOTP project. Project concepts on drug demand reduction were developed for Azerbaijan and Georgia. Concepts were submitted: (i) to the government of Azerbaijan for consideration and possible co-funding; (ii) to Georgia; and (iii) the donor (INL) for possible funding. However, last two project concepts have not received funding.

As part of maintaining and further developing the regional cooperation framework between the Central Asian countries and the Caucasus, while also strengthening the capacities of law enforcement analysts in data gathering and analysis, numbers of meetings with respective law enforcement officials were conducted in Armenia and Georgia. These meetings resulted on wide participation of law enforcement analysts from Armenia and Georgia in the training on the Integration of Research Activities and Data Analysis organized jointly by UZB/U57, UZB/K23 and AOTP in 2010 in Tashkent and in 2013 in Almaty. In return, this resulted in the regular sharing of drug seizures data made by the Georgian and Armenian LE agencies with ROCA.

Upon the request of the Drug Liaison Officers of the diplomatic missions located in Tashkent (FANK members) UNODC ROCA conducted a research on possible Afghan opiate trafficking through Central Asia to China and developed the report "Central Asia, China and Afghan Opiates: An assessment of links between Central Asia and China in the trafficking of Afghan Opiates» in June 2010.

Number of visibility and communication activities have been implemented under the project such as production and dissemination of ROCA Newsletters, update and maintenance of the UNODC ROCA and Vienna website as well as stories and articles for

the joint UN brochures published in Kazakhstan, Kyrgyzstan, Uzbekistan and Azerbaijan. Organization of meetings with university students, government counterparts aiming to make them acquainted with ROCA's activities in line with ROCA's Communication Strategy. Project Coordinator among others was responsible for production of the training film "Victims not Villains: A supportive approach to interviewing victims of human trafficking".

In 2016 the project became a part of the new UNODC "Programme for Central Asia 2015-2019: A partnership framework for impact related action in Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)", to ensure the integrated programming approach, which aims to deliver outcomes and outputs through sub-programmes rather than through standalone projects and initiatives and where a Regional Steering Committee was established to review and endorse strategic and operational priorities at the regional level.

V.   Evaluation Methodology

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the ToR and the availability of stakeholders. In all cases, the evaluation team is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other documents that may provide further evidence for triangulation, on which their conclusions will be based. The evaluators are also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the key stakeholders of the project/ programme, the Core Learning Partners (CLP).

The present ToR provide basic information as regards to the methodology, which should not be understood as exhaustive. It is rather meant to guide the evaluator in elaborating an effective, efficient, and appropriate evaluation methodology that should be proposed, explained and justified in the Inception Report.

In addition, the evaluation team will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, Norms and Standards.

While the evaluation team shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure a gender-sensitive, inclusive methodology. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. Indeed, information stemming from secondary sources will be cross-checked and triangulated through data retrieved from primary research methods. Primary data collection methods need to be gender-sensitive as well as inclusive.

The credibility of the data collection and analysis are key to the evaluation. Rival theories and competing explanations must be tested once plausible patterns emerge from triangulating data.

The limitations to the evaluation need to be identified and discussed by the evaluator in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

The main elements of the evaluation process are the following:

- Preliminary desk review of all relevant project documentation, (Annex II of the evaluation ToR), as provided by the Project Manager and as further requested by the evaluation team;

- Preparation and submission of an Inception Report (containing preliminary findings of the desk review, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to **IEU for review and clearance before any field mission may take place**;

- Initial meetings and interviews with the Project Manager and other UNODC staff as well as stakeholders during the field mission;

- Interviews (face-to-face or by telephone/skype), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys, questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation;

- Analysis of all available information;

- Preparation of the draft evaluation report (based on Guidelines for Evaluation Report and Template Report to be found on the IEU website http://www.unodc.org/unodc/en/evaluation/index.html). The lead evaluator submits the draft report to the Project Manager for the review of factual errors (copying IEU) and the Project Manager shares the draft report with IEU for review, comments and clearance. Subsequently the Project Manager shares the final draft report with all CLPs for comments.

- Preparation of the final evaluation report. The evaluation team incorporates the necessary and requested changes and finalizes the evaluation report in accordance with the feedback received from IEU, the Project Manager and CLPs. It further includes a PowerPoint presentation on final evaluation findings and recommendations;

- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary through Skype).

In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IEU website: http://www.unodc.org/unodc/en/evaluation/index.html.

The sources of data:

The evaluation will have to utilize a mixture of primary and secondary sources of data. The primary sources include, among others, interviews with key stakeholders (face-to-face or by telephone), the use of surveys and questionnaires, field missions for case studies, observation and other participatory techniques. Secondary data sources will include the project documents and their revisions, progress and monitoring reports and all other relevant documents, including visual information (e.g. eLearning, pictures, videos, etc.).

Desk Review:

The evaluation team will perform a desk review of existing documentation (please see the preliminary list of documents to be consulted in Annex II of the evaluation ToR). This list is however not to be regarded as exhaustive as additional documentation may be requested by the evaluators.

Phone interviews / face to face consultations:

The evaluators will conduct phone interviews / face-to-face consultations with identified individuals from the following groups of stakeholders:

- Project donors;
- relevant international and regional organizations;
- UNODC management and staff;
- Etc.

Questionnaire:

A questionnaire (on-line) should be developed and used in order to help collect the views of additional stakeholders (e.g. trainees, counterparts, partners, etc.), if deemed appropriate.

A list of materials to be used by the evaluator for the desk review can be found in the Annex II.

VI.   Timeframe and Deliverables

Duties	*Time frame*	*Location*	*Deliverables*
Desk review and preparation of draft Inception Report	4-9 September 2017 (6 working days)	Home base	Draft Inception report in line with UNODC evaluation norms and standards
Review of draft Inception Report by IEU (can entail various rounds of comments)	11-15 September 2017 (1 week for IEU review)		Comments on the draft Inception

			Report to the evaluation team
Incorporation of comments from IEU (can entail various rounds of comments)	18-19 September (2 working days)		Revised draft Inception Report
Deliverable A: Final Inception Report in line with UNODC evaluation norms, standards, guidelines and templates	**By 27 September (8 overall working days)**		**Final Inception report to be cleared by IEU**
Interviews with staff at UNODC HQ/FO (including by phone/ skype); Evaluation mission: briefing, interviews; presentation of preliminary findings	2 October - 13 October (10 working days)	UNODC/HQ; UNODC/ROCA Tashkent, Uzbekistan	Presentation of preliminary findings
Drafting of the evaluation report; submission to Project Management and IEU;	16-27 October (10 working days)	Home base	Draft evaluation report
Review of IEU for quality assurance and Project Management for factual errors	27 October- 9 November (9 working days)		Comments on the draft evaluation report
Consideration of comments from the project manager and incorporation of comments from IEU (can entail various rounds of comments)	30 October - 9 November (2 working days)	Home base	Revised draft evaluation report
Deliverable B: Draft Evaluation Report in line with UNODC evaluation norms, standards, guidelines and templates	**By 20 November (22 overall working days)**		**Draft evaluation report, to be cleared by IEU**
IEU to share draft evaluation report with Core Learning Partners for comments	22 November- 30 November (7 working days)		Comments of CLPs on the draft report
Consideration of comments from Core Learning Partners	4-7 December (4 working days)	Home base	Revised draft evaluation report
Final review by IEU; incorporation of comments and finalization of report	8-22 December (two weeks)	Home base	Revised draft evaluation report
Presentation of evaluation results	26 December	UNODC Office	Power Point Presentation delivered
Deliverable C: Final evaluation report incl.	**By 27 December**		**Final evaluation report; Presentation**

Management response (if needed); presentation of evaluation results	(5 overall working days)		of evaluation results. All to be cleared by IEU
Project Management: Finalise Evaluation Follow-up Plan in ProFi	By 5 January 2018		Final Evaluation Follow-up Plan to be cleared by IEU
Project Management: Disseminate final evaluation report	9 January 2018		Final evaluation report disseminated

VII.   Evaluation Team Composition

The final Independent Project Evaluation will be carried out by one International Independent Evaluator identified by UNODC through a competitive selection process, reviewed and cleared by IEU, with logistical support provided by the project staff. The evaluator will be an expert in international development/technical assistance, and have experience of evaluating technical assistance projects. The consultant will have extensive experience in evaluation as well as a mixed methods approach that is inclusive and gender-sensitive. Costs associated with the evaluator will be borne by the project. The evaluator shall act independently, in line with UNODC evaluation policy, norms, standards guidelines and templates, as well as UNEG Ethical Guidelines and in her/his individual capacity and not as a representative of any government or organisation that may present a conflict of interest She/he will have no previous experience of working with the UNODC law enforcement programme in the Republic of Uzbekistan (except as independent evaluator) or of working in any capacity linked with it.

The evaluator shall act independently in his/her individual capacity and must not have been involved in the development, implementation or monitoring of the project neither will be rendering any service to UNODC in the near future, to avoid conflicts of interests. He/she should adhere to the independence and impartiality of the evaluation process in line with the UNEG's Norms and Standards.

The role of the Evaluator

The evaluator will carry out the desk review; develop the inception report, including sample size and sampling technique; draft and finalize the inception report and evaluation methodology, incorporating relevant comments, in line with the norms, standards, guidelines and template on the IEU website http://www.unodc.org/unodc/en/evaluation/evaluation-step-by-step.html; implement quantitative as well as qualitative tools and analyse data; triangulate data and test rival explanations; ensure that all aspects of the terms of reference are fulfilled; draft an evaluation report in line with UNODC evaluation policy and the norms, standards, guidelines and template on the IEU website http://www.unodc.org/unodc/en/evaluation/evaluation-step-by-step.html; finalize the evaluation report on the basis of comments received; present the final evaluation findings

and recommendations to stakeholders. More details will be provided in the respective job descriptions in Annex I.

Conflict of interest

According to UNODC rules, the evaluator must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation. Furthermore, the evaluator shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner. Further information is provided in Annex 1.

The evaluator should have the following qualifications and experience:

- An academic degree and post graduate educational qualifications in social sciences, business administration or international development and/or graduation from a recognized law enforcement academy;

- Substantial experience in evaluating technical assistance projects and/or programmes in international development and preferably regarding law enforcement (at least 7 years professional experience);

- Experience of having applied recognised quality management and assessment methodologies (such as the Balanced Scorecard or the Business Excellence Model of the EFQM) is desirable;

- Familiarity with the law enforcement situation in the region will be an asset;

- Technical knowledge of human rights and gender issues, including knowledge in women's empowerment, gender mainstreaming, and the related mandates within the UN system on gender and human rights;

- Fluency in spoken and written English required, with proven drafting skills, working knowledge of Russian is an asset.

The evaluator will be responsible for drafting the evaluation report, ensuring the report meets the necessary standards and for submitting the drafts as described in a timely manner.

VIII. Management of the Evaluation Process

Roles and responsibilities of the Project Manager

The Project Manager is responsible for: managing the evaluation; drafting and finalizing the ToR; selecting Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of their role; recruiting an evaluator following clearance by IEU; providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluator including the full TOR; reviewing the inception report as well as the evaluation methodology; liaising with the Core Learning Partners; reviewing the draft report for factual errors; developing

an implementation plan for the evaluation recommendations as well as follow-up action; disseminate the final evaluation report; and facilitate the presentation of evaluation results. The Project Manager will be in charge of providing logistical support to the evaluator including arranging the field missions of the evaluator, including but not limited to:

- All logistical arrangements for the travel of the evaluator (including travel details; DSA-payments; transportation; etc.)

- All logistical arrangement for the meetings/interviews/etc., ensuring interview ROCA managers adequately represent men, women (including translator/interpreter if needed; set-up of meetings; arrangement of ad-hoc meetings as requested by the evaluator; transportation from/to the interview venues; scheduling sufficient time for the interviews (around 45 minutes) etc.)

- All logistical arrangements for the presentation of the evaluation results;

- Ensure timely payment of all fees/DSA/etc. (payments for the evaluator need to be released within 10 working days after the respective deliverable is cleared by IEU).

For the field mission, the evaluator liaises with the UNODC Regional Office and mentors as appropriate.

Roles and responsibilities of the evaluation stakeholders

Members of the Core Learning Partnership (CLP) are selected by the project coordinator, representing a balance of men, women. The CLPs are the main stakeholders, i.e. a limited number of those deemed as particularly relevant to be involved throughout the evaluation process, i.e. in reviewing and commenting on the TOR and the evaluation questions, reviewing and commenting on the draft evaluation report, as well as facilitating the dissemination and application of the results and other follow-up action. Stakeholders include all those to be invited to participate in the interviews and surveys, including the CLPs.

Roles and responsibilities of the Independent Evaluation Unit

The Independent Evaluation Unit (IEU) provides mandatory normative tools, guidelines and templates to be used in the evaluation process. Please find the respective tools on the IEU web site http://www.unodc.org/unodc/en/evaluation/evaluation.html.

IEU reviews and clears all steps and deliverables during the evaluation process: Terms of Reference; Selection of evaluator(s); Inception Report; Draft Evaluation Report; Final Evaluation Report; Evaluation Follow-up Plan.

IX.   Payment Modalities

The evaluator will be issued a consultancy contract and paid in accordance with UNODC rules and regulations. The contract is a legally binding document in which the evaluator agrees to complete the deliverables by the set deadlines. Payment is correlated to deliverables and three instalments are typically foreseen:

- The first payment upon clearance of the Inception Report (in line with UNODC evaluation norms, standards, guidelines and templates) by IEU;

- The second payment upon clearance of the Draft Evaluation Report (in line with UNODC norms, standards, evaluation guidelines and templates) by IEU;

- The third and final payment (i.e. the remainder of the fee) only after completion of the respective tasks, receipt of the final report (in line with UNODC evaluation norms, standards, guidelines and templates) and clearance by IEU, as well as presentation of final evaluation findings and recommendations.

75 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms.

ANNEX II. EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

Interview Guide (UNODC Staff)

Introduction: UNODC has asked me to conduct an independent final evaluation of the project UZB/U57 "Umbrella project in support to the implementation of ROCA Programme."

As part of the evaluation, your feedback is very important. Feedback, whether positive or negative, will help shape any future UNODC initiatives. Your responses will be kept confidential. You do not have to answer a question if you do not wish to do so; we can stop the interview when you wish.

Only summaries and/or non-attributable quotes will be presented in the evaluation report (any quotations being attributed to "a generic descriptive category").

Thank you in advance for contributing to this evaluation.

Background

- Ascertain the background knowledge of the interviewee.

- "Please state your name, your position and what you know of the project and what has been your involvement to date?"

Relevance

- In your opinion did the project contribute to the development of the ROCA programmes developed during life span of the project?

- If so, can you describe how it contributed the development of these programmes?

- In your opinion did the project relate to UNODC strategic goals and the two overarching ROCA programmes?

- Can you articulate the synergies between UNODC strategic Frameworks and the project?

Efficiency

- Can you describe how was the project implemented?

- Do you know if there were any alternatives means of implementing the project?

- In your opinion how cost effective was the project?

- Can you describe the current low implementation rate?

- How efficient was the project in delivering activities in relation to the inputs?

- Can you describe how the staffing structure worked and how these posts were shared between the various income streams?

- Was this an efficient way to conduct business?

- How did the project support the implementation of ROCA programmes and projects?

Effectiveness

- How many new national and new regional projects endorsed by relevant Member States have been supported by the project in the last 10 years?

- How many new draft UNODC projects have been supported by the project (even those that failed to receive funding)?

- How many meetings has he project supported, and has this improved cooperation with regional counterparts?

- How many analytical reports, fact sheets and newsletters has the project distributed?

Impact

- In your opinion what are the positive outcome of the project?

- In your opinion were there any negative outcomes?

Sustainability

- In your opinion what gains has the project made?

- Will these continue now the project has ended?

- If not, what in your opinion needs to occur to ensure that theses long-term benefits endure?

Partnerships and cooperation

- What existing partnerships did the project leverage?

- What new relationships, if any, did the project develop and where there any that the project should have leveraged?

Human rights, gender and leave no one behind

- In your opinion were human rights considerations included within the project?

- In your opinion were gender considerations included within the project?

- Given the scope of the issue what could or should have been done to address the issues of gender equality and sensitivity?

- How has the project ensured that it has left no one behind (in terms of drug prevention, HIV and women, children and fragile societies)?

<u>Lessons learned and best practices</u>

- What best practices were developed during the project?

- Do these best practices have utility beyond the project and ROCA?

<u>AOB</u>

Do you have any additional comments or suggestions?

THANK YOU!

Interview Guide (Donors)

Introduction: UNODC has asked me to conduct an independent final evaluation of the project UZB/U57 "Umbrella project in support to the implementation of ROCA Programme."

As part of the evaluation, your feedback is very important. Feedback, whether positive or negative, will help shape any future UNODC initiatives. Your responses will be kept confidential. You do not have to answer a question if you do not wish to do so; we can stop the interview when you wish.

Only summaries and/or non-attributable quotes will be presented in the evaluation report (any quotations being attributed to "a generic descriptive category").

Thank you in advance for contributing to this evaluation.

Background

- Ascertain the background knowledge of the interviewee.

- "Please state your name, your position and what you know of the project and what has been your involvement to date?"

Relevance

- How relevant was the project to the aims and objectives of your nation, within Central Asia and the Southern Caucuses?

- Did your nation support the development of the ROCA programmes?

Efficiency

- Do you have a clear picture of how the project was implemented?

- In your opinion was there an alternative means of implementing the project?

- In your opinion how cost effective was the project?

Effectiveness

- Do you or has your nation been approached to support any new ROCA initiatives during the last 5 years?

- Has your nation attended a MOU meeting?

- If so, how well arranged was this meeting?

- What more could or should have been done, in your opinion?

- Are you aware of any analytical training events arranged by the project?

- In your opinion how well have these been received, delivered or reported on?

- Have you seen any UNODC reports, fact sheets and newsletters distributed via the project?

- In your opinion how good were these products?

Impact

- In your opinion what is the impact of the project?

Sustainability

- In your opinion what gains has UNODC made at the sub-regional level?

- Will these continue now the project has ended, if not, what in your opinion needs to occur?

Partnerships and cooperation

- According to your knowledge what partnerships did the project leverage?

- In your opinion were there any partnerships that UNODC should or could have leveraged?

Human rights, gender and leave no one behind

- In your opinion what human rights improvements can be attributed to UNODC's work?

- In your opinion what gender equality improvements can be attributed to UNODC's work?

- In your opinion what assistance to marginalized communities can be attributed to UNODC's work?

- Could anything more be done?

AOB

Do you have any additional comments or suggestions?

THANK YOU!

ANNEX III. DESK REVIEW LIST

UNODC documents

- Project document

- Project revisions

- UNODC Medium-term Strategies

- UNODC Strategic Frameworks

- Strategic Outline for Central Asia and Southern Caucasus 2012 – 2015

- Programme for Central Asia 2015-2019

- Annual Project Progress Reports

- Semi Annual Project Reports

- MoU Declaration

- MoU Meeting Minutes

- MoU Agendas

- ROCA Steering Committee Minutes

- Project Concepts

- ROCA Annual Reports

- ROCA Web pages and updates

- Mission Reports

- ROCA Newsletters

- Evaluation of Training Reports

- CAU Country Files

- Financial Records

- Pledge letters

Number of internal documents reviewed: 122

External documents

- UN Development Group: Country-Level Needs for SDG Implementation in Europe and Central Asia

- UN Development Group: Desk Review of 15 UNDAFS in the Europe and Central Asia

- UN Development Group: SDGs And Gender Equality: UN Interagency Guidance Note for the Europe and Central Asia Region

- UNDP: Central Asia Human Development Report Bringing down barriers: Regional cooperation for human development and human security

- UNDP: Regional Human Development Report 2016: Progress at Risk

- Bureau of International Narcotics and Law Enforcement Affairs - International Narcotics Control Strategy Reports

- CADAP 5 Country overviews

- World Bank Country overviews

- Kazakhstan Institute for Strategic Studies (web-site)

Number of external documents reviewed: 19

Overall number of documents reviewed: 141

ANNEX IV.   LIST OF PERSONS CONTACED DURING THE EVALUATION

Number of interviewees	Organisation	Type of stakeholder[40]	Sex disaggregated data	Country
2	HQ UNODC	Oversight	Male: 1 Female:1	Vienna
1	US State Department (INL)	Donor	Male: 1 Female: 1	USA
1	Kazakhstan Permanent Mission to Vienna	Donor	Male: 1 Female:0	Vienna
2	ROCA Management	Implementation	Male: 1 Female:3	Uzbekistan
9	ROCA Staff	Supported	Male: 6 Female:5	Tajikistan, Uzbekistan, Kazakhstan, Turkmenistan, Kyrgyzstan
Total: 22			Male: 11 Female: 11	

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[40] This could be e.g. Civil Society Organisation; Project/Programme implementer; Government recipient; Donor; Academia/Research institute; etc.

ANNEX V. UNODC PROJECTS DELIVERED AND/OR SUPPORTED BY ROCA

GLOT32 - Global Programme for Strengthening the Capacities of Member States to Prevent and Combat Organized and Serious Crimes

GLOG80 - Container Control Programme

GLO900 - Legal Advisory Programme

GLOR35 - Strengthening the legal regime against terrorism

GLOT59 - Global Programme against Trafficking (GPAT)

GLOT92 - Global Programme against Smuggling of Migrants

GLOU61 - UNODC Global eLearning - making the world safer from drugs, crime and terrorism

GLOJ33 - The Paris Pact Initiative - A partnership to counter traffic in and consumption of Afghan opiates

GLOV20 - Global Afghan Opiate Trade project

GLOY09 - The Paris Pact Initiative Phase IV

GLOU40 - Global Programme against Money Laundering and the Financing of Terrorism

GLOZ67 - Global action to prevent and address trafficking in persons and the smuggling of migrants

GLOZ72 - Building effective Networks Against Transnational Organized Crime (BENATOC)

KAZK25 - Support of national drug abuse prevention measures in Kazakhstan

KGZK50 - Strengthening the State Service on Drug Control of the Kyrgyz Republic

UZBK23 - Standardization and sustainability in the handling and presentation of data in Central Asia

RACI29 - Effective HIV/AIDS prevention and care among vulnerable populations in Central Asia

RERE29 - Precursors control in Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan) and Azerbaijan

RERF23 - Strengthening drug law enforcement systems for criminal intelligence collection, analysis and exchange

RERH22 - Establishment of the Central Asia Regional Information and Coordination Centre (CARICC)

RERF60 - Computer-based training in Central Asia

TAJE24 - Strengthening control along the Tajik/Afghan border

TAJH03 - Tajikistan drug control agency - Phase II

TKMX 57 - Strengthening Customs service and other law enforcement agencies' capacity in implementing border and trade control, in particular, strategic export/import control regimes under counterterrorism related international instruments

XACI97 - Project on Counter-Narcotics Training of Afghan, Central Asian and Pakistani Law Enforcement

XACZ47 - NATO-UNODC Partnership for Counter Narcotics Training

XACK22 - Countering the trafficking of Afghan opiates via the northern route by enhancing the capacity of key border crossings points (BCPs) and through the establishment of Border Liaison Offices (BLOs)

XCEA01 - OFID/UNODC Partnership on Effective HIV/AIDS Prevention and Care among Vulnerable Groups In Central Asia and Eastern Europe –Phase II

XACZ 60 - Sub-Programme 1 of the Programme for Central Asia - Countering transnational organised crime, illicit drug trafficking and preventing terrorism

XACZ61 - Sub-Programme 2 of the Programme for Central Asia - Criminal Justice, crime prevention and integrity

XACZ 62 - Sub-Programme 3 of the Programme for Central Asia - Drug prevention, treatment and reintegration and HIV prevention

XACZ 63 - Sub-Programme 4 of the Programme for Central Asia - Research and trend analysis

UZBK23 - Standardisation and sustainability in the handling and presentation of data in Central Asia