



IN-DEPTH EVALUATION OF THE CONTAINER CONTROL PROGRAMME

BACKGROUND AND CONTEXT

Summary of the project purpose

The Programme is a joint initiative between the World Customs Organization (WCO) and UNODC. The main objectives are the establishment of inter agency units for the profiling of containers and the promotion of improved cooperation between all stakeholders operating in the given ports to improve the security in the international containerised supply chain. Profiling is the main technique used and it is based on risk indicators assessed through the review and analysis of cargo manifests and customs declarations, which is to be provided by all the stakeholders operating in port structures. This information is then shared within the network of CCP countries and within the ports to increase the knowledge in container security.

The objective of the CCP



Purpose of the evaluation

This evaluation was carried out as a mid-term evaluation. The immediate objective of independently assessing the original design of the programme, the impact it has been producing and its efficiency, effectiveness, relevance and sustainability.

The additional objective was to identify areas of improvement and best practices, providing UNODC and in particular, the CCP Team with clear recommendations and guidance.

Methodology of evaluation

The evaluation was conducted using desk review of relevant documentation, the interviewing of stakeholders (semi-structured interviews) and direct observations in ports and JPCUs (field visits). All were triangulated to ensure reliability and credibility of findings.

RESULTS

The main findings

CCP is a successful programme

- a) Its objectives are relevant and understood by all parties
- b) It benefits from a positive impact in all visited countries
- c) Fundraising is institutionally owned
- d) CCP is designed in line with the Paris Declaration for Aid Effectiveness
- e) The inclusion of a major partner, WCO, with high credibility and a good network makes it a comprehensive and successful Programme.

CCP could further improve

- a) Performance indicators are too focused on quantitative data
- b) Country segments lack operational Standard Operating Procedures and specific country goals
- c) Training schedules, trainers and training material vary
- d) Private sector cooperation level is different across CCP



Port of Karachi

QUICK FACTS

COUNTRIES:

Afghanistan, Benin, Cape Verde, Costa Rica, Ecuador, Ghana, Guatemala, Pakistan, Panama, Paraguay, Senegal, Togo and Turkmenistan

EVALUATION TEAM:

Ms. Veronica Blixt (lead), Mr. Gaspard Ostrowski (IEU)

PROGRAMME DURATION:

2004 – ongoing

PROGRAMME CODE:

GLOG80

PROGRAMME COORDINATORS:

Mr. Ketil Otterson (UNODC) Mr. Ulrich Meiser

DONORS:

Business Alliance for Secure Commerce (BASC), Canada, European Union, France, Germany, Italy, Norway, Spain, UK, US, One UN.

PROGRAMME BUDGET:

USD 35,494,597

IMPLEMENTING AGENCIES: United Nations Office on Drugs and Crime (UNODC); World Customs Organization (WCO)

Main conclusions

The programme benefits from rapid growth due to good results. A fairly big expansion is foreseen in the upcoming years. To ensure that expansion further carries out the current successes, the Programme will benefit from an approach focused on the consolidation of knowledge and lessons learnt.

The evaluation has shown that Security in the supply chain of containerised goods in the countries in which the CCP is being implemented has been greatly improved.

A more structured and more comprehensive expansion strategy, build on the rich experience accumulated by UNODC and its long-standing partner, WCO is key for sustained success.

The private sector, as it possesses extremely precious information needed by the Law Enforcement agencies, is a key stakeholder to ensure that the main objective of the Programme will be met.



Panama Canal

Main Recommendations

The further expansion of the CCP to new countries would benefit from addressing the following areas:

- a) Key performance Indicators should undergo a revision to include qualitative data collection and analysis
- b) Jointly with the beneficiary country and the implementing agencies, CCP should introduce a tailored road map for implementation in each segment; this should include mutually agreed, detailed, clear SoPs at operational level as opposed to the SoPs included in the initial memoranda of understanding.
- c) Training, trainers and training material should be further systematized to allow full coherence and consistency across time and geographical scope of CCP.
- d) Jointly with the recipient country and the participating agencies, private sector cooperation should be further strengthened and formalized.
- e) UNODC and WCO should use the rich experience and knowledge accumulated to expand in a more structured and coherent fashion.

LESSONS LEARNED AND BEST PRACTICES

Main Lessons Learned

a) Regional Hubs Approach: Sustainability is promoted by the creation of regional hubs. These hubs will be fully efficient if further provided with tools and capacity building in preparation for their growing role in monitoring, training, mentoring, reporting and follow up.

b) Key role of Steering Committees (National /Committed/ Good): Leadership manifested in proactive steering committees is a key success factor. Lack of coordination and communication on this level is detrimental for operational work./ Coordination and communication (cooperation) on this level are prerequisites for functioning operational port control units.

c) Cooperation: The good cooperation and information exchange with the in house UNODC funding organisation should continue since it is important and provide a flexible multi-pronged approach.

d) Staff rotation: The staff rotation contributes to in house understanding and knowledge of the profiling. In countries where there is no transfer between operational and manager level the benefit for the management level is little.

Main Best Practices

- Inclusion of a strongly relevant partner with an excellent network contributes to greater impact.
- Clearly set Programme Objectives guarantee the full buying in of all parties, i.e., Beneficiaries, Donors and Partners.

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