



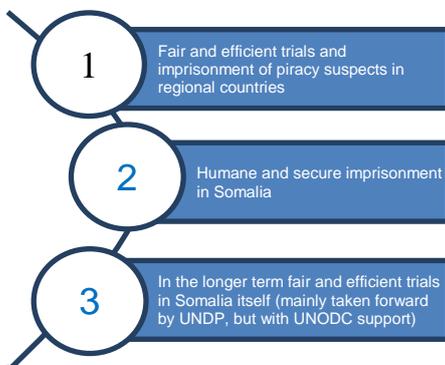
IN-DEPTH EVALUATION OF THE COUNTER PIRACY PROGRAMME

BACKGROUND AND CONTEXT

Summary of the project purpose

Located within UNODC's Regional Office for Eastern Africa the Counter Piracy Programme (CPP) started in May 2009, soon gaining the strong support of the donor community, reflected in the growing project's budget. As in the original project document, the main objective of the CPP is "combating maritime piracy in the Horn of Africa through increasing regional capacities to deter, arrest, prosecute and detain pirates". By the end of 2009, this objective was further broken down into three objectives as defined below.

The objectives of the CPP



Purpose of the evaluation

The purpose of this in-depth evaluation is provide guidance to the CPP team and UNODC on key issues that may impact upon its future development and to inform the CPP's various stakeholders on the quality of the programme.

Utilisation of the evaluation

Programme managers are following up on the recommendations and have prepared a Joint Management Response, annexed to the evaluation report.

Methodology of evaluation

The evaluation team conducted desk review of appropriate documentation and semi-structured interviews of relevant stakeholders. Objectivity was built into the overall methodology by triangulating the information from different sources to reduce the effect that inherent biases have on the analysis and evaluation process.

RESULTS

The main findings

- a) CPP is a successful programme on many levels:
 - Very effective in delivering on donor requirements and flexible to changing demands and needs as the programme developed;
 - Very positive impact and vast majority of outputs achieved;
 - High satisfaction of external partners;
- b) The expansion of the CPP into the Maritime Crime Programme (MCP) must be managed carefully (e.g. ensure Somali based piracy remains central to the MCP strategy).
- c) The CPP was not quite as well received with regard to efficiency although the majority still 'agreed' that it was efficient.



Prisoner Officer training in Puntland

QUICK FACTS

COUNTRIES:

Eastern Africa (Kenya, Mauritius, Seychelles, Somalia and Tanzania)

EVALUATION TEAM:

Mr. Peter Allan (lead),
Dr. Douglas Guilfoyle,
Ms. Alexandra Capello (IEU)

PROGRAMME DURATION:

May 2009-December 2013

PROJECT CODES:

XAMT72, XEAX20, XSSX11,
SOMX54, MUSX55, XEAX67

PROGRAMME COORDINATOR:

Mr. Alan Cole

DONORS:

Australia, Denmark, EU,
Finland, France, Germany,
Netherlands, Norway, UK
and USA

PROGRAMME BUDGET:

US\$ 41,000,000

IMPLEMENTING AGENCIES:

United Nations Office on
Drugs and Crime (UNODC)
UN Office for Project
Services (UNOPS)

Main conclusions

a) The main objective of 'fair and efficient trials and imprisonment of piracy suspects in regional countries' has been achieved.

b) Substantial progress was made towards reaching Objectives two and three, e.g. capacity building work, refurbishment and building of prisons, and training of prison staff to improve criminal justice capacity.

c) The feedback from all data sources is exceptionally positive and the programme has been consistently called the 'flagship' programme of UNODC.

d) The expansion of the programme from around half a million US\$ in 2009 to beyond US\$ 40 million in 2012 has brought 'knock-on' effects for the wider UNODC family, e.g. goodwill generated by CPP toward UNODC; donors would like to see skills developed by CPP utilised more across UNODC.

e) The ability to deliver results 'on the ground' is constantly highlighted by CPP beneficiaries, donors and partners alike.



Rebuilding the prison in Garowe

Key UNODC accomplishments

a) Kenya, Seychelles, Tanzania, Mauritius, Maldives:

- Support and training to police, judges and prosecutors;
- Prison conditions and human rights: refurbishment, overcrowding addressed;
- Support to courts: translators, witness attendance, repatriation flights organised.

b) Somalia

- Prison construction in Hargeisa, Somaliland.

Main Recommendations

a) Resolve the UNOPS Service Level Agreement as a matter of urgency.

b) Develop the role of the inter-divisional task force.

c) Avoid dilution of efforts on tackling Somali inspired piracy when expanding the CPP into the MCP.

d) Identify the key elements that made the CPP a success and emulate them in the new programme as the CPP expands into the MCP.

e) Write a discrete sustainability plan into project documentation and subsequent project reviews.

f) Encourage donors to provide more 'soft ear-marked' funds where appropriate.

g) Ensure that human rights are enshrined in the existing CPP and expanded MCP.

h) Continue the strong communication strategy with external partners and the close cooperation with other relevant partner agencies.

i) Maintain effort to continue providing 'fair and efficient' trials.



Prisoner transfer, Seychelles

LESSONS LEARNED AND BEST PRACTICES

Main Lessons Learned

a) Development assistance projects need multi-year, comprehensive strategy planning to deliver sustainability.

b) Lack of structural distinction between undertakings with relatively wide and narrow focus might have an impact on effectiveness of larger 'projects' for which there does not seem to be a proper organisational frame.

c) Proper formal integration of the CPP into the Regional Programme, while visible in the programme's documentation, lacks sufficient implementation.

d) While donor expectations must be respected, project architecture cannot be purely donor fund driven.

Main Best Practices

a) Donor community communication strategy: the concept of the regular fortnightly update was greatly appreciated as were the regular bulletins and donor meetings.

b) Ownership of the delivery continuum: the CPP has expertly identified a niche that it quickly exploited in providing an entire service within its mandated area.

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