The objectives

1. Provide evidence of the progress in the results established in the CP
2. Provide evidence on the contribution of all projects to reaching the results of the CP
3. Carry out a critical analysis of the implementation arrangements and management of the CP
4. Concentrate the analysis above all in the areas of effectiveness, sustainability and partnerships, and in the prospective analysis of results for activity planning that imply a possible adjustment in the CP and help in the planning of the next CP
5. Identify lessons learned on the implementation and mobilisation of the CP’s resources

Scope of the evaluation

The evaluation takes place one and a half years before the end of the Country Programme (CP). This approach converts the evaluation in a hybrid product between a mid-term evaluation and a final evaluation.

The evaluation has a double-focus. On one side, it conducts an evaluation of the results of the CP between January 2010 and May 2014. On the other side, it undertakes a mid-term evaluation of four projects in the same period.

The evaluation (of the programme as well as the projects) uses the following criteria: design, relevance, efficiency, effectiveness, sustainability and partnerships.

Methodology of evaluation

The evaluation was carried out under strict adherence to the Norms and Standards of the UNEG and the evaluation manuals of the UNODC, as well as the internationally accepted evaluation criteria.

Depending on the project, different techniques like interviews, focus groups, and online surveys were used to get information.

RESULTS

The main findings

The design of the CP in 2009 was an important exercise that generated the necessary bases for the formation of alliances which secured the continuous presence of the UNODC in the country and contributed to maintaining a space for political dialogue in respect to the new drug policies.

If from a methodological point of view, the CP shows weaknesses in as much as it omits technically relevant aspects like goals, result indicators, and performance standards, it constitutes a strategic framework of reference for the development of UNODC’s activities.

The content of the CP was qualified as highly relevant as it is coherent with the global strategic priorities of the UNODC and with the national political priorities.

The average effectiveness of the central CP projects is satisfactory; a high technical quality of the projects and an achievement of planned results is perceived.

Even though the UNODC is effective in delivering services to citizens, the government and the international cooperation consider that UNODC needs to focus itself on more strategic aspects.

UNODC is valued for its multinational and neutral character.

UNODC COBOL in an effective resource executor. The 2013 management period ended with a Budget execution of 95%, similar to the years 2011 and 2012.
The main findings
UNODC in Bolivia facilitated important alliances, both bilaterally and
with multilateral organisations, through a variety of consultation and
analysis mechanisms like the Thematic Table n Drugs.

The situation of the office’s financial sustainability is fragile but with
good outlooks on improvement for 2015 in relationship to a grant of
the European Union and an increase of the annual contribution of the
government.

Main conclusions
Despite the financial difficulties, COBOL has achieved to give a
successful continuity to its long term lines of work (for example coca
crop cultivation monitoring), consolidate other mid-term lines of work
(alternative development and consumption prevention) and construct
new lines of thematic action (transparency and justice) which are
already in the process of consolidation.

The temporal absence of Bolivia from the Convention (mainly 2011 and
2012) made access to financing more difficult for COBOL, as many
donors were reluctant to support financing to Bolivia during this
period. The re-entry of Bolivia to the Convention marked a new
chapter in the work of the UNODC with the arrival of a new
Representative, who knew how to aptly create alliances of trust with
the government, donors, and the international community.

Key UNODC accomplishments
The results of the annual Coca Crop Cultivation Monitoring Reports
are used by the General Directorate for the Comprehensive
Development of the Coca Producing Regions (DIGPROCOCA) since
2011 for programming eradication operations. This has implied more
efficient planning processes and has facilitated coordination in the
field for the rationalisation of cultivations with the producers of coca
leaves.

The Ministry of Transparency and Fight against Corruption has
benefited from a continuous technical assistance by the UNODC in
Bolivia in the areas of norms, policy formulation and practices of
transparency promotion, and prevention and fight against corruption.
The Ministry considers the UNODC as the international institution
that has accompanied it the closest in the last years.

The project on development and integrated natural resource
management in the communities of the Municipality of La Asunta
(BOL/I79) contributes to the reduction of coca cultivations envisioned
by the National Strategy on Comprehensive Development with Coca in
its component ton comprehensive development. Through its
integrated approach and gender focus, this Project has achieved
employment and income generation in productive sectors, increase
food security (beans, corn, and vegetables), natural resource
conservation (woodlands, soil and water), and strengthened the self-
management of producer organisations of the Municipality of La
Asunta.

The project “Prevention of the Improper Use of Drugs and of Crime in
the Municipality of El Alto BOL/J39” has contributed to the
development of the Municipal Strategies of the fight against drugs,
vigilance and crime which strengthen the Municipal Security
Programme. 90% of the interviewed by the evaluators consider that
the Project had success either completely or partially in the prevention
of drugs, including 68% also considering that the consumption of
drugs has reduced in the educational institutions where they work.
Based on the good practices and lessons learned that have allowed to
reach important results in the Municipality of El Alto, the UNODC has
prepared an application to the Ministry of Education for a new Project
with a national scope.

Main recommendations
Consolidate financially through projects of greater financial scope.

Develop new activities only if there is a decisive interest of donors and
the government as well as secured financing for a minimum of two
years.

Strengthen the knowledge management and successful experiences. It
has to be aimed at systematising successful experiences and replicating
the results from a broadened perspective.

Planning could be defined for a strategic reference period of five years,
defining thematic pillars and priorities. This general plan could be
accompanied by bi-annual frameworks of more detailed planning of
Project activities including all technical elements and methodologies of
a complete plan based on the principal lines of the logical framework.

LESSONS LEARNED AND GOOD PRACTICES

Main Lessons Learned
A CP needs its own methodological elements for the formulation of
development projects as these become key factors in decision taking
(on financing) by potential donors.

Bilateral donors prefer to finance activities in which a) they consider
the UNODC as the expert agency and b) they see comparative
advantages in working with the UNODC instead of another agency or
partner in a given issue area.

Main Good Practices
The financing of pilot projects with UNODC’s own global resources to
demonstrate the capacity of COBOL and then scale up activities with
financing from donors was very effective in the case of the issue areas
fight against corruption / institutional transparency, and justice. It is a
model to be followed.