



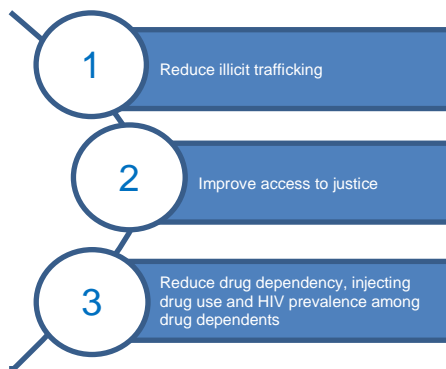
IN-DEPTH EVALUATION OF THE PAKISTAN COUNTRY PROGRAMME

BACKGROUND AND CONTEXT

Summary of the CP

UNODC Country Programme (CP) for Promoting the Rule of Law and Public Health in Pakistan (2010-2015) aims to contribute to 'A safer community, free from the threats posed by organised crime and drug use and confident in the integrity of the criminal justice system to provide access to justice'. This vision is further broken down into the three objectives below, mirroring its three Sub-Programmes.

The objectives of the CP



Purpose of the evaluation

Covering the period from July 2010 to November 2013, the purpose of this Evaluation was to devise lessons and recommendations to improve the overall performance for the remainder of the Programme lifespan.

Methodology of evaluation

The evaluation team used a mix method approach. The data collection and analysis included desk review of appropriate documentation and semi-structured interviews with 91 stakeholders, focus groups with 38 informants, direct programme observation and

questionnaires. In a context of high staff turn over, purposeful and snowball sampling strategies were used. Objectivity was built into the overall methodology by triangulating the information.

RESULTS

The main findings

a) COPAK portfolio has transformed from implementing a series of 'stand-alone' projects to a coherent programme of work allowing flexibility and responsiveness.

b) The following factors were identified as potentially affecting efficiency and effectiveness:

- high turnover of Government staff;
- lack of funding predictability;
- high-risk security zone and impact on staff;
- full cost recovery model;
- consequences of the post-2014 situation in Afghanistan.

c) Notable efforts were made on human rights and gender, in particular the development of the core and specialist curricula for training Law Enforcement personnel. Further mainstreaming activities across the CP was encouraged.



Computer Based Facility at the Frontier Constabulary, in Hayatabad

Utilisation of the evaluation

With the aim to orient UNODC's strategy in West and Central Asia after 2014, an evaluation utilisation-focused workshop was organised in February 2014 in Islamabad.

INDEPENDENT EVALUATION UNIT

BRIEFS

APRIL 2014

QUICK FACTS

COUNTRY:

Islamic Republic of Pakistan

EVALUATION TEAM:

Mr. David MacDonald (Team Leader)
Ms. Fatiha Serour
Ms. Alexandra Capello (IEU)

PROGRAMME DURATION:
2010 - 2015

Representative: Cesar Guedes

SUBPROGRAMMES:

1. Illicit Trafficking and Border Management
2. Criminal Justice
3. Drug Demand Reduction and HIV/AIDS

PROGRAMME CODES AND COORDINATORS:

PAKU83 (Mr. Naweed Riaz)
PAKU84 (Mr. Collie Brown)
PAKU85, PAKU 63, PAKU13 (Mr. Nadeem Rehman until 4 March 2014)

DONORS:

Australia, Canada, Denmark, Germany, Japan, Netherlands, Norway, Sweden, United Kingdom, United States of America.

IMPLEMENTING AGENCY:
UNODC

Please click for the [full report](#).

Main conclusions

Design: At the design stage, COPAK undertook extensive and commendable mapping exercises, baseline assessments and strategic consultations. However, these assessments were not used as a starting point for monitoring progress, while measurement of impact is challenging due to absence of data.

Relevance: The CP is very relevant to the needs of Pakistan, and there was strong political commitment at the planning stage. Continued relevance should be ensured not only by regularly engaging stakeholders at the federal Government level, but also at the provincial and primary beneficiaries/partners level.



Workshop Introducing the UNODC Toolkit for Law Enforcement Officials, National Police Academy, Islamabad.

Efficiency: The CP is perceived to be efficient by all stakeholders, and is well on its way to implement programme activities as planned.

Partnerships: COPAK has built excellent relations with Government counterparts and donor agencies. However, there is little evidence of effective partnerships with private sector and civil society. Further work with UN Agencies is encouraged under the One UN programme.

Sustainability: There is little doubt about Government commitment to continue drug supply, demand and harm reduction initiatives, however it is not in a position to sustain funding and implementation of such efforts in the absence of UNODC. Ownership needs to be reinforced.

Innovation: The CP has been innovative in allowing programme flexibility, developing a new funding framework and establishing Human Resources Plans, including a core team to support project management.

Key UNODC accomplishments

Key accomplishments include the (i) M&E system (FEBSys and IRSys) which, while primarily focused on process evaluations of capacity building and training activities instead of outcome/impact, is still a commendable first-step; (ii) an innovative programme management system in the absence of a corporate tool (Smartsheet), which was subsequently used as a model for other programmes – although this system has its own shortcomings; (iii) a wide array of research products to inform programmatic interventions.

Key Recommendations

Priority Setting and Comparative Advantage: COPAK to prioritise activities for the next two years and decide on a strategic shift to maximise UNODC's comparative advantage.

Regional Context: UNODC to lay out various scenarios and potential UNODC responses for each country of the region in the context of the post 2014 situation in Afghanistan.

Integrated Programming: UNODC to further define integration between and within Global, Regional and Country Programmes at management, systems and substance levels.

Donor Engagement and Funding Model: COPAK to maintain its best-practice model of donor engagement in order to ensure that adequate funds are made available. UNODC to carefully consider implications of the full-cost recovery model in close consultation with COPAK.

Gender and Human Rights: UNODC to strengthen the integrated gender and human rights based approach of the CP.

Terrorism Prevention: COPAK and TPB to assess the terrorism threat and identify potential initiatives and partners.

Partnerships with UN: COPAK to strengthen collaboration with other UN agencies.

Monitoring and Evaluation: COPAK to develop comprehensive and systematic qualitative outcome and impact monitoring.

Governance: COPAK to increase ownership at provincial level in the CP's governance structure following amendment of Pakistan's constitution.

Capacity Building: COPAK to develop a comprehensive capacity building and training strategy.

LESSONS LEARNED

Need for UNODC to:

- Have a corporate reflection on how to engage with conflict countries;
- Establish an overall communication strategy to determine the linkages between UNODC mandates and the development agenda;
- Adopt a standardised approach towards development of programmes;
- Be flexible and responsive to national counterparts' requests for support;
- Incorporate sound qualitative outcome and impact evaluation tools and systems at the programme design stage;
- Establish a comprehensive capacity building and training strategy;
- Develop a structured and systematic approach for knowledge management.

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