



FINAL IN-DEPTH EVALUATION OF THE LEGAL ADVISORY PROGRAMME

BACKGROUND AND CONTEXT

Summary of the project purpose

Since 1994, UNODC's Legal Advisory Programme (LAP) has delivered legal assistance services through a global programme (GLO900), thereby helping Member States to ratify and effectively implement the international drug control conventions and the common services of the transnational organized crime, corruption and counter terrorism instruments.

The objective



Well-coordinated and effective delivery of UNODC's legal assistance to States to help them adopt and fully implement the three international drug control conventions, plus common provisions of the international drugs, organized crime, corruption and terrorism-related instruments.

Purpose of the evaluation

The purpose of the final evaluation was to determine the effectiveness of the programme, what had worked well and what had not since the establishment in 1994, but with a focus on the period from 1 January 2006 until 2014. The evaluation assessed the entire programme but specifically the services provided in Central Asia and Latin America and the Caribbean, i.e. in Tashkent (Uzbekistan) and Bogotá (Colombia).

Methodology of the evaluation

The evaluators used a mixed methods approach, providing for a triangulation of findings, consisting of a desk review, followed by 61 semi-structured, face-to-face and phone interviews (18-20 June 2014) at UNODC headquarters in Vienna (Austria), as well as at field missions to the UNODC Regional Offices in Tashkent (23-

25 June 2014) and Bogotá (25-27 June 2014). Stakeholders interviewed included current and former HQ and field staff, donors, recipients and partners in the field.

RESULTS

The main findings

GLO900 is not only one of UNODC's longest running projects, it was also UNODC's first global programme, out of which others have grown (e.g. GPML). It was furthermore the first global programme to decentralize its operation.

As a result of the decentralization, the scope and volume of GLO900's activities were enhanced and developed. This was achieved by combining legal advisory services with technical assistance proposal development, alliances and fundraising.

The evaluation found that there was a lack of institutional guidance from HQ, as well as a loss of ownership for GLO900 at HQ levels. In addition, there was a lack of use of the logical framework and RBM in the planning, implementing and monitoring of activities.

The evaluation however also found that GLO900 achieved its main objective to assist Member States in adopting and implementing the international drug control, including common provisions of the international drugs, organized crime, corruption and terrorism-related instruments.

Furthermore, the activities carried out under GLO900 have been relevant, as well as the way in which they were delivered. GLO900 had a key role in contributing to changed and improved legislation, regulations, policies and strategies, as well as increased capacities in the Member States serviced by GLO900, adding value to both Member States and UNODC, even after GLO900 has ended.

INDEPENDENT EVALUATION UNIT

BRIEFS

FEBRUARY 2015

QUICK FACTS

COUNTRIES:

Central Asia, Latin America and the Caribbean: Uzbekistan and Colombia

EVALUATION TEAM:

**Ms. Vera Devine;
Mr. Marcio Carvalho;
Ms. Charlotte Gunnarsson (IEU)**

PROJECT DURATION:

01 January 1994 – 31 December 2014 (20 years 10 months)

PROJECT CODE:

GLO/900

PROJECT COORDINATOR:

**Mr. Thomas Zeindl Cronin
(07 March 2014)**

DONORS:

Austria, Canada, Colombia, EU, France, Germany, Italy, Japan, OAS, UNDP, UNICRI, United Arab Emirates, UK, USA, Private Sector (Anglo Gold Ashanti)

PROGRAMME BUDGET:

US\$ 21,628,098

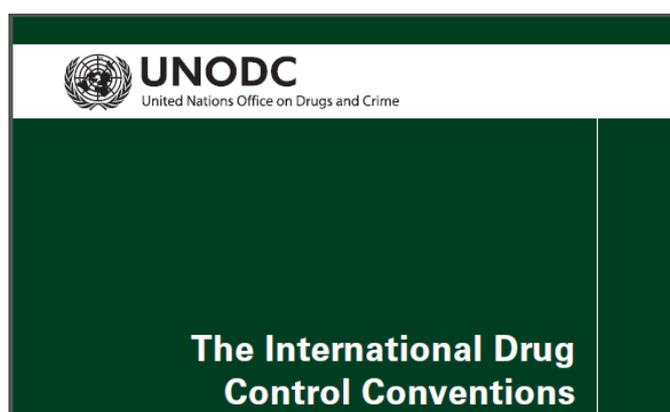
IMPLEMENTING AGENCY:

UNODC

Main conclusions

Funding uncertainty has been a key feature of the programme. Shaping the programme, particularly after the decentralization was highly dependent on donor funding and thereby a determining factor in the directions taken in the two regions.

UNODC no longer has a dedicated, global legal assistance capacity available to its Member States relative to the international drug control conventions.



Key UNODC accomplishments

Evidence shows that international and national programme staff working on GLO900 has presented excellent value-for-money, given the sheer amount and quality of activities delivered under the programme.

Achievements include the provision of legal assistance services, helping Member States in the process of ratifying the three drug conventions; advocacy work through the training of judges and prosecutors; harmonization of the legal framework of the three drug conventions, UNCAC and the UNTOC; provision of relevant working tools; establishment of regional and supra-regional networks of law enforcement officials; increased capacity in mutual legal assistance; establishment of a Financial Intelligence Agency to investigate money laundering; the development of Mock Trials; and, the creation of lasting networks of national and international practitioners.

Main Recommendations

Regional expertise and outputs, created during the implementation of GLO900, must be used in other programmes, emphasizing the continuity of actions, such as in the two regions where GLO900-related services continue to be provided. This concerns model laws, Mock Trials, but also successful models of delivering technical expertise, such as case study-based trainings and trainings provided in a regional setting. The former senior legal advisers based in Vienna further provided for immense expertise and knowledge which should be passed on to the younger generation at UNODC.

The fact that UNODC no longer has a dedicated, global legal assistance capacity available to its Member States relative to the international drug control conventions is a reality that senior management should address. Although some of GLO900's functions can be said to have been taken over by more specialized global programmes, recent international discussions on drug policies suggest that a renewed need for legal assistance is emerging. This implies that UNODC should continue to have strong capacity to service even those instruments that have reached universal ratification.

LESSONS LEARNED AND BEST PRACTICES

Main Lessons Learned

New programmes with a specialization of the delivery of legal advisory services have been developed along with an attempt of clearer links between programmes and institutional strategies. Even though GLO900 was very productive for many years with a big demand for all its products and services by Member States, keeping a programme for so long poses certain management risks.

Main Best Practices

Decentralization of the delivery of legal advisory services to the regional level has been an important feature as it allowed for more direct, sustained dialogue with the partner governments, as well as the possibility to monitor legislative changes and in offering tailor-made advice to government to build capacity on new legislation. UNODC has in recent years increasingly moved towards a decentralized model of delivery of programmes, however requiring improved RBM to better implement and monitor programmes.

Limitations to the evaluation

A number of limitations affected the evaluation, including resource constraints, no previous evaluation or audit, availability of data, as well as loss of institutional memory. The main limitation was however that the evaluators were only able to provide for a partial deliverable but not a final evaluation report in line with UNODC and UNEG Evaluation Norms and Standards. A decision was therefore taken not to publish the report but only to provide for an Evaluation Brief.

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