



FINAL INDEPENDENT PROJECT EVALUATION:

‘SUPPORT TO CRIME PREVENTION AND CRIMINAL JUSTICE REFORM’ (GLOT63) *December 2018*

Countries: Global

Duration: 1 January 2008– 31 December 2018

UNODC Budget: USD 9,665,425 (2008-2018)/ USD 7,417,249(2012-2018)

Donors (2012-2018): Canada, France, Germany, Israel, Japan, Norway, One UN Vietnam, South Africa, Sweden, Switzerland, Thailand, Turkey, United Arab Emirates, United Kingdom, USA

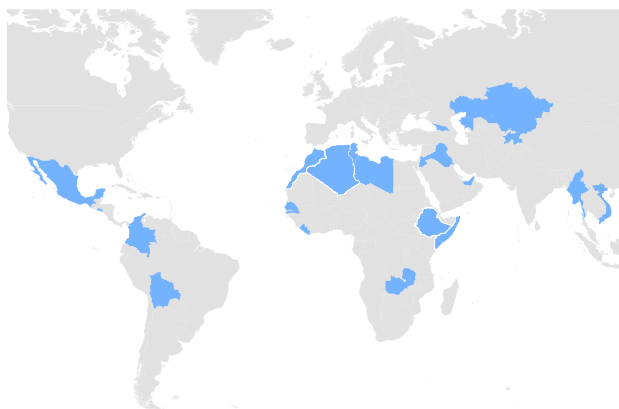
Implementing agencies: UNODC

Evaluation team: Ms. Elca Stigter (lead evaluator), Mr. Tapio Lappi-Seppälä (expert)

Full report:

http://www.unodc.org/unodc/en/evaluation/reports_year_2018.html

BACKGROUND AND CONTEXT



The United Nations Office on Drugs and Crime (UNODC) has a broad mandate in **crime prevention and criminal justice (CPCJ) reform**. Launched in **2008**, the Global Programme (GP) ‘**Support to Crime Prevention and Criminal Justice Reform**’ (GLOT63) was managed by the Justice Section/Division for Operations (DO), UNODC, and will be completed in December 2018. A mid-term Independent Project Evaluation was undertaken in 2011.

The GP’s **objective** was in 2012 reformulated as ‘**States improve CPCJ systems in line with UN standards and norms in CPCJ and other relevant instruments**’, with the following **three outcomes**: ‘States develop and implement CPCJ policies and strategies based on UNODC assessments, advice and programme support’; ‘States and the international community develop and implement

CPCJ policies and strategies using UNODC tools and trainings’, and; ‘States develop or update standards and norms with UNODC support’ to mirror the Thematic Programme 2012-2015. Key areas were crime prevention, police reform, strengthening prosecution services, the judiciary/courts, restorative justice, legal aid, prison reform and alternatives to imprisonment, as well as women in the CJ system, justice for children and the protection of victims and witnesses.

METHODOLOGY

The evaluation covered the period 01 January 2012 to up to 22 June 2018 (end of field mission). The evaluation utilized a **mixed-method approach**, with a **gender-responsive** evaluation methodology, comprising a **desk review, semi-structured interviews** with 47 respondents (26 M; 21 F) held during and following a mission to Vienna from 13-22 June 2018, and **two online surveys** of Justice Section staff and CPCJ focal points combined and participants of expert meetings/trainings. The response rates were respectively 35 percent (14 M/15 F and 4 not indicated) and 12 percent (24 M/20 F).

MAIN FINDINGS

GLOT63 was **relevant** as a **flexible, administrative vehicle** for the implementation of the **Thematic Programme on CPCJ Reform 2012-2015**. No new Thematic Programme was adopted after 2015 although the GP continued as before. The GP’s **focus on supporting the development and implementation of CPCJ norms and standards has to date been relevant**.

The GP was **designed** without a broader consultative process. As activities were determined by earmarked grants, the **GPs scope was neither global** (see map¹) **nor covering all focus areas to the same extent**. Its **scope and budget became more limited** following the launch of GPs on Violence against Children in 2015 and Global Prison Challenges in 2016. A GP on Violence against Women is further planned for 2019. Monitoring was done for reporting, but data collection was fragmented and not conducive for results-based management.

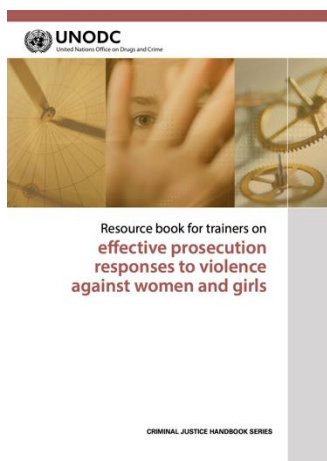
The GP had to some extent been **(cost-)efficiently** executed, with expert meetings and training jointly

¹ Sources map: UNODC GLOT63 progress reports

implemented with partners. The **schedules** accompanying earmarked funding **supported efficiency**, although some delays occurred due to external and internal factors. **Project management had limited coordination and administrative responsibilities**, with resulting challenges in fundraising, monitoring and reporting.

Partnerships were of **fundamental importance** for the **efficiency and effectiveness of the GP**, and **cooperation** sought with relevant stakeholders was overall highly appreciated. Partners included national counterparts, UN agencies, international Non-Governmental Organizations (NGOs), academia, and experts.

The GP was to a large extent **effective**, supporting the



drafting of three **UN General Assembly (GA) resolutions** adopted in **2014-2015**: **'United Nations Model Strategies and Practical Measures on the Elimination of Violence against Children in the Field of Crime Prevention and Criminal Justice'** (A/RES/68/189), **'United Nations Revised Standard Minimum Rules**

for the Treatment of Prisoners' known as the **'Mandela Rules'** (A/RES/70/175) and **'Taking Action against Gender-Related Killing of Women'** (A/RES/70/176). UNODC supported States with the **development and implementation of CPCJ policies and strategies, including by means of relevant CPCJ tools.**²



Ownership was visible in the **adoption of UNGA resolutions**, and in **national requests for technical assistance**. **Sustainability** was **however** **more** **contumacious** **in practice**, and dependent on political priorities, resources and cultural sensitivities, and UNODC's ability to update, disseminate and facilitate access to locally

applicable tools. Training was often one-time.

Human rights and gender equality were only to some extent **mainstreamed** in the GP. While related norms and standards were considered in CPCJ instruments, tools and

training, these had received insufficient attention in planning and monitoring mechanisms.

The evaluation concludes that **organizational decisions on a CPCJ reform strategy and related programmatic architecture ought to precede one on a possible new GP**, taking into regard concerns about emphasis on prison reform and the limited attention given to crime prevention. The **Commission on Crime Prevention and Criminal Justice (CCPCJ) still has CPCJ norms and standards as a standing agenda item**, and although the GP was no longer reported on, these norms and standards, together with the crime and drugs conventions, remain at **the heart of UNODC's mandate**.

RECOMMENDATIONS

- **Formalize and adopt a UNODC-wide CPCJ strategy**, including a programmatic structure for CPCJ reform:
 - Finalize a **CPCJ resource-mobilisation strategy**;
 - Allocate **fulltime administrative project management functions** to project-funded staff;
 - Develop meaningful indicators in CPCJ projects, including SDG, human rights and gendered ones;
 - Integrate comprehensive **monitoring mechanisms**;
 - Adopt a **communication strategy** for CPCJ tools;
 - **Decide on a short-term mechanism** to guarantee a continuation of the GP's administrative function;
 - **Continue monitoring** for opportunities to support CPCJ norms and standards development/updating;
 - **Update prison tools** with the Mandela Rules under the prison reform project /Integrate new tools into a testing and training programme in CPCJ projects;
 - Enhance **cooperation with regional offices**;
 - Enhance human rights and gender mainstreaming.

LESSONS LEARNED AND GOOD PRACTICES

- **Effective partnerships pool resources and lead to wide-spread support for reform based on expert network from different regions/legal domains**;
- **Tools support training, enhance UNODC visibility and gauge donor's interests**;
- **'Seed money'** helps to kick-start projects;
- **Broad participation** of all relevant stakeholders needs to underpin **design**;
- **Only quantitative indicators** without reference to focus areas lack information for results-based management.

Independent Evaluation Section (IES)
 United Nations Office on Drugs and Crime
 Vienna International Centre
 P.O. Box 500 1400 Vienna, Austria
 E-mail: ieu@unodc.org

² See <http://www.unodc.org/unodc/en/justice-and-prison-reform/tools.html?ref=menuaside>