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TERMINAL EVALUATION REPORT

Project Number	AD/VIE/03/H05
Project title	Comprehensive Drug Prevention through Communication and Community Mobilization Project
<i>Thematic area</i>	Drug abuse prevention
<i>Country</i>	Viet Nam
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LIST OF ACRONYMS

ATS	Amphetamine Type Stimulants
COHED	Centre for Community Health and Development
GoV	Government of Viet Nam
HCMC	Ho Chi Minh City
IDU	Intravenous Drug User
MOCST	Ministry of Culture, Sports and Tourism
SIYB	Start and Improve Your Business
SODC	Standing Office of Drug Control
TOT	Training of Trainers
UNODC	United Nations Office on Drugs and Crime
USD	United States Dollar
VND	Vietnamese Dong
VWU	Vietnam Women's Union

EXECUTIVE SUMMARY

<i>Findings: identified problems/issues</i>	<i>Supporting evidence/examples</i>	<i>Recommendations</i>
1. Vocational training component of the project largely successful	Numbers of at-risk youth reduced in at least 5 locations; numbers of these youth in employment increased	Adapt and use this model in future programming
2. National media strategy partially successful	Media training manual and training program produced verifiable change in reporting of drug-related news	Scale up and expand the reach of this component
3. Community mobilization for drug prevention largely successful	Sporting and cultural activities attract and retain the involvement of at-risk youth	Adapt and expand this model for future programming
4. Disruptions to the provision of continued funding forced changes to the implementation of activities and reduced the fluidity of the project	Ability of the project to implement activities in a timely manner and in accord with workplans reduced	Securing commitment for stable funding from donor(s) is a priority for any planned future projects
5. A lack of monitoring tools and system for monitoring reduced the ability of the project to provide better quantitative and qualitative data on progress.	A detailed monitoring plan and tools for monitoring were absent from the initial project design document	Ensure that a monitoring and evaluation plan is contained in future project documents

Efforts by Viet Nam to address a burgeoning drug abuse problem have focussed largely on supporting rehabilitation in closed settings, particularly through a national system of drug rehabilitation centres. Addressing the root causes of drug addiction and in particular, focussing on demand reduction for young people at-risk, is a relatively new area of endeavour for the government at all levels.

It is within the context of providing the opportunity for the trial and assessment of new approaches to addressing demand reduction that AD/VIE/03/H05 has demonstrated a capacity to develop and model a series of measures to do so.

Through the mobilisation of community support targetting youth at-risk, a series of successful interventions using vocational training, job placement, communication, counselling, sporting and cultural activities have made specific contributions to reducing the number of young people at-risk. The capacity of local communities to implement drug prevention programs has been enhanced and the level of human resources and material investment by partners at the local level, despite shortcomings in project design and reduced and irregular funds dispersal, has been, and is likely to remain, strong. Improving public awareness of components of drug prevention and creating a broader and more opened-minded understanding of the complex nature of addiction and prevention through the media has also been a successful component of the project. The tools and programs implemented under this component have, for a limited number of media outlets, achieved this.

The project has been required to be more limited in its objectives and outputs since inception, suffered from long delays in funding coming on line for the conduct of activities and not been able to scale up for these reasons. Its conclusion has provided the government of Viet Nam with evidence of replicable and sustainable program components for drug demands reduction and UNODC with a series of program learnings capable of being enhanced and adapted.

I. INTRODUCTION

1.1. Background and Context

AD/VIE/03/H05 was executed by UNODC Viet Nam and the Ministry of Public Security (MPS) and was implemented by MPS (Standing Office on Drug Control - SODC), and the Ministry of Culture & Sports and Tourism (MOCST)¹ of the Government of Viet Nam (GoV). The project was launched in October 2004 with a budget of USD 479,400, funded by the contributions of the Governments of Italy and Japan to UNODC.

The project was revised twice. In July 2006, the project was revised with a 6 month extension and budget increase of USD 109,800. The total budget was thus increased to USD 589,200. A second revision in December 2007 saw another 6 month no-cost extension

¹ Previously the Ministry of Culture and Information MOCI, Steering Board on Population, AIDS and Social Issues.

to enable successful implementation of pending project activities. The project will terminate on 30 June 2008.

The project functioned as a comprehensive drug prevention program based on 5 key strategic components: communications, capacity building, community mobilization, coordination and collaboration. The project involved a combination of mass media activities and pilot community based drug prevention programs in 11 selected sites. The project activities were developed in line with the GoV Action Plan on Drug Prevention and Control 2001-2005.

The objective and outputs of the project, as outlined in the project document and subsequent revisions, are as follows:

Drug Control Objective

Prevention of drug use in Viet Nam, especially among young people in the community, through communications and community-based activities.

Immediate Objective

Primary prevention of drug abuse through enhancement and integration of information and communication by mass communication campaigns and community based activities

Outcomes

In the project document, only objective and outputs were identified. In this evaluation report, the initial project outputs were identified as the actual outcomes. The evaluation of the outputs then looks more closely to the implementation of the activities at the 11 project sites.

Outcome 1: A comprehensive drug prevention communications strategy established, integrating components of mass media, specialized media and other communications in a systematic approach to informing all key stakeholders about relevant and appropriate drug prevention issues.

Outcome2: Capacity of the professional and volunteer drug prevention workforce, at the national, provincial, district and commune/ward levels developed and enhanced in line with human resource best practices in order to deliver a more comprehensive drug prevention program.

Outcome3: Communities are mobilized in their efforts to address all aspects of drug prevention in their communities through a range of modalities that will ensure effective and sustainable changes in their drug prevention situation.

Outcome 4: Effective and efficient coordination of drug prevention programs in Viet Nam at a national, provincial, district and commune/ward level

Outcome 5: Strategic collaborations with other key international and national agencies with a stake in youth and drug prevention issues conducted so as to maximize the impact and sustainability of any drug prevention campaigns.

With the extension of the project in July 2006 and an increase in its budget, the planned of the project were modified as follows:

- 1: Wider implementation and dissemination of the parenting skills enhancement resources developed in the project, i.e. the training programme and the guide.
- 2: Utilize the media-training manual to deliver training of media people in HCMC and disseminate the manual globally, in collaboration with UNODC HQ
- 3: Strengthen capacity of project sites to carry out small relapse prevention programmes, including vocational skills programmes for high-risk youth

The evaluation focused mainly on an assessment of these 3 revised outcomes.

1.2. Purpose and Objective of the Evaluation

The evaluation was conducted with the aims of:

1. Indicating whether or not intended project impacts and outcomes have been met and/or whether satisfactory progress was made toward them.
2. Analysing underlying factors that could have influenced project impacts and outcomes.
3. Identifying and analysing barriers and constraints that delayed implementation, analysing Project Steering Committee/UNODC responses, and their result.
4. Identifying a list of 'lessons learned' and recommendations.
5. Stating whether current and planned outcomes can be sustained, including determination of measures needed to ensure continued sustainability of results in future.
6. Stating whether achievements and impacts warrant other UNODC projects on drug demand reduction.

The key stakeholders in this evaluation are UNODC, GoV, relevant donors and local relevant authorities in all project sites. The evaluation is also designed to elicit feedback from the project donors and GoV partners.

1.3. Executing Modality / Management Arrangements

The terms of reference for the evaluation were devised by UNODC. The schedule for site visits was also devised by UNODC and approved by SODC. The evaluator was engaged by UNODC Programme Officer through UNODC Viet Nam. Field visits were undertaken in three locations accompanied by the National Project Coordinator. Interviews with other beneficiaries and stakeholders were conducted in Hanoi.

1.4. Scope of the Evaluation

The duration of the evaluation mission was 11 days. The evaluator visited 6 out of 11 designated project sites in three provinces (Vinh Phuoc and Phuoc Hai in Khanh Hoa province, Ninh Binh City and Thanh Binh in Ninh Binh province and Phuong Lam and Dong Tien in Hoa Binh province). The provincial project sites not visited were in Kien Giang and Vinh Phuc provinces. Visiting three out five project provinces provided a sufficient knowledge and understanding of activities taking place in the project sites.

The questions in the ToR (see Annex) served as the basis for the international evaluator's interviews with beneficiaries and partners as well as the prism through which existing documentation of project implementation was analysed. This terminal evaluation assesses the project in its entirety e.g. project concept and design, implementation and management arrangements including monitoring and evaluation, outputs, outcomes and impact, relevance, efficiency, effectiveness, and (to the extent possible) sustainability between its inception and the project mid-term.

On a general level, the evaluation will seek to draw lessons and best practices that can be used to improve project design, management and setting up of new priorities that fully meet the needs of beneficiary countries.

1.5. Evaluation Methodology

The international evaluator had access to all relevant documents and some project staff.

The evaluation methods included the following:

- Document review and analysis.
- Interview with beneficiaries, government partners at the central and provincial levels

- Visits to wards in 3 out of 5 final provincial project provinces of the project which include site visits to vocational training and employment facilities
- Participatory observation and rapid appraisal.

The following documentation related to the project was provided as references:

1. original project document and subsequent project revisions
2. project annual reports (2005 and 2006); reports on individual activities (Advanced Media Skills Workshop Report, TOT Workshop on Parenting Skills Report, Media Training for Effective Drug Prevention Reporting, Supervision Report on Drug Prevention Communication in Ninh Binh, Hoa Binh, Thai Nguyen, Son La, Lai Chau, Lao Cai, Activity Report: Start and Improve Your Business (SIYB) Training of Entrepreneurs
3. work plan for Hoa Binh province for 2007-2008
4. written reports on project implementation from each of the wards visited
5. examples of training and communications materials produced by the project
6. the website of the project www.phongchongmatuy.com.vn

2. ANALYSIS AND MAJOR FINDINGS

2.1. Overall performance assessment (Relevance, Effectiveness, Efficiency)

Upon the completion of the review of project documentation, interviews conducted and analysis of findings, the salient features of the performance of the project are:

Efficiency

- The fluidity of scheduled implementation of the project was adversely effected by delays in the release of donor funds to UNODC and subsequently to project partners;
- A number of project activities had to be delayed as a result of the project funding shortfall;
- The project has been managed efficiently at the ward and national levels;
- The amount of funds disseminated to the local levels has not been adequate;

Effectiveness

- In the small sample of journalists who participated in the training courses designed to implement a drug prevention communications strategy, there has been considerable improvement in communication methods employed in the mass-media regarding drug prevention and drug abuse;
- There is an evident disconnect between the community-based activities of the project and those seeking to achieve national-level impact, particularly in relation to the drug prevention communications strategy i.e. reporting on the successes achieved at the community level through the journalists trained as part of the project media strategy would have expanded the reach of the project;
- The vocational training component and the subsequent attainment of employment by at-risk youth have demonstrated themselves to be replicable, by virtue of the strong degree of commitment to their implementation by authorities at the wards and provincial levels and sustainable, by virtue of the fact that they have contributed to a reduction in the number of at-risk youth and the commitment of ward-level authorities to continue their implementation was universally concrete;
- There has been a reported reduction in the number of at-risk young people and of drug users in all of the project sites visited. In some cases, this reduction has been dramatic (e.g. in Thanh Binh ward, Ninh Binh province, no new cases of drug use have been reported in 2008) but this is difficult to quantify due to a lack of baseline data;
- The website established by the project in 2005 www.phongchongmatuy.com.vn is well-maintained, detailed and comprehensive in its coverage of drug prevention and drug abuse issues;
- Greater involvement of local health authorities in the conduct of communication and community support activities would have strengthened the ability of the project to provide more evidence-based information to parents and young people at risk of the health impacts of drug abuse and thus contribute to the overall goal of drug prevention.

Relevance

- The sporting and cultural activities implemented by the project have been successful in capturing the interest and participation of at-risk youth and served as an effective vehicle for the communication of drug prevention messages;
- Materials provided at the ward level, particularly materials for use in drug prevention clubs, are insufficient and, in some cases, ineffective as they do not specifically target young people;

- The criteria for determining young people at-risk at the ward level were, despite a lack of central guidance on defining these criteria, remarkably consistent and resulted in the correct identification of young people at-risk;
- The involvement of former intravenous drug users in the conduct of communication activities has occurred consistently across the evaluated project sites and has assisted in making these activities more meaningful and effective;

2.2. Attainment of Objectives

The immediate objective of AD/VIE/03/H05 was the primary prevention of drug abuse through enhancement and integration of information and communication by mass communication campaigns and community based activities. The degree of fulfilment of this objective was satisfactory.

2.3. Achievement of Programme/Project Results and outputs

At the provincial level, the following represents a summary of outputs at the ward level of the project sites visited by the evaluator.

Khanh Hoa Province

Phuoc Hai ward

The ward Project Management Board (PMU) reported an overall decrease in the number of identified drug users from the commencement of the project in 2005 to the present. The exact magnitude of this decrease was not reported. The chief outcomes in this ward were an increase in the number of trainees attending vocational training courses, the establishment of a Life Skills Club supported by the PMU and the People's Committee the implementation of sporting and cultural activities for at-risk youth and communication activities conducted in schools within the ward with the participation of the provincial police, Youth Union and Veteran's Association under the guidance of the People's Committee and local Party Committee. Phuoc Hai ward also conducted vocational training activities for at-risk youth with a period of 6 months being allocated for training in sewing skills and motorcycle repair. 11 trainees commenced in the sewing training course in March 2008 and 6 in the motor cycle repair course. 7 trainees participated in the computer skills training course, an initial group of 10 trainees participated in the first sewing skills training course completed in May 2007 (and this number has increased in subsequent courses). An initial group of 5 trainees was sent to a motorcycle repair shop to be trained in repair and maintenance. The PMU met the costs related to their training (3,000,000VND/trainee) and all graduated with one establishing his own repair shop. Additionally, the PMU has utilised project funds to establish a small motorcycle repair shop and a sewing training centre and thus created two facilities for training of additional youth. Both provide vocational skills training with 5 trainees in the

motorcycle repair training program at any one time and 15 participants in the sewing skills program. The Life Skills Club conducted (and continues to regularly conduct) activities related to drug prevention, dancing, singing and traditional games for between 25 and 30 young people. 11 participants in the club's activities are identified as belonging to a high-risk group. Additionally, sporting activities such as volleyball and indoor sports and competitions on awareness of the legal issues related to drug use were implemented.

In general, conditions exist for the sustained continuation of vocational training for at-risk youth albeit on a scale smaller than originally envisioned by the project (e.g. the motorcycle repair shop established by the People's Committee of the ward is 20 sq.m smaller than originally planned).

Vinh Phuoc ward

Extensive communication activities were conducted in Vinh Phuoc between August and October 2006 with 25 volunteer staff being trained on drug prevention communication approaches and counselling skills, the organisation of a counselling club for 45 at-risk youth and their families and family-level communication activities in Son Thuy, Truong Phuc, Phuong Mai, Hon Chong and wards 22 and 23, reaching a total of 550 people. In 2007, additional communication activities were conducted for families in Truong Phuc and Son Thuy with more than 200 attendees and a program to reach students and teachers in the Nguyen Khuyen High School with 150 attendees. The counselling club membership received opportunities to undertake vocational training and support for finding employment with 30 youth members obtaining employment. The remaining 15 were all provided with vocational training activities as follows: 4 sent to driving school, 2 to cooking classes, 6 for motorcycle repair and maintenance training and 3 for welding and aluminium metal work.

Sporting and cultural activities were also conducted with 4 football teams established and evening cultural performances with drug prevention messages organized, attended by more than 400 people at the community level.

Ninh Binh province

Thanh Binh ward

While the local PMU of the project could not attribute the recent reported decline in the number of new drug users in Thanh Binh solely to the project, the PMU does recognise that the project has made a significant contribution to this outcome. Vocational training opportunities for high-risk youth in the ward have been extensive, particularly in sewing, metal work and welding. As a result of training programs implemented at the ward level, 25 young people have now obtained employment as motorcycle mechanics or welders. The PMU rented a location for training which will continue to function as a repair and training facility. Recreational activities for at-risk youth were extensive. A 'Say No To Drugs' Club, kung-fu club, art club and sporting clubs were established (for badminton,

table tennis and billiards). These clubs attract a combined membership of approximately 50 people.

Three training programs on drug use prevention and counselling for drug use prevention for the leaders of the Sports Club, representatives of families identified as being at-risk, and members of the ward PMU. Following the completion of the training program conducted in October 2005, 30 volunteers were chosen to act as communicators in the local community for the dissemination of drug prevention information and the conduct of counselling. Each month, the volunteers meet with youth in 15 locations for at least one session on drug abuse prevention and communication. The group of volunteers regularly consults with local schools and enterprises (such as the Ninh Binh Thermo Electricity Company, Mechanical Company) and distributes pamphlets in these locations. A total of 5000 students, 2500 staff and workers, 300 young people and a number of former IDU have been reached under these communication and counselling activities.

Kim Son district

In the period 2006-2007, the PMU in Kim Son district organised vocational training courses for young people at-risk in agricultural production (50 persons) and sewing (22 persons). Training was conducted on the job in the Doi Moi Agricultural Produce Factory and the Phat Diem Export Garment Company respectively. Upon the completion of training, the trainees were earning incomes in the range of 800,000VND to 1,200,000VND. A total of 4 training courses for volunteer communicators were conducted to skill them in counselling and drug prevention for young people. The PMU reported that the chief benefits of these training courses was that they provided participants with a deeper understanding of drug prevention and drug abuse issues and guidance on how to successfully reach young people at-risk and their families in ways which were friendly, open and supportive. The volunteer communication officers in the district conducted (and will continue to conduct) monthly information sessions on drug abuse prevention at the Women's Union. Similarly, the sporting facilities and the 3 sports clubs established in Kim Son have attracted considerable interest among young people in the district and benefit from regular attendance and involvement. There is an evident lack of equipment, however, for some sporting activities.

Hoa Binh province

The PMU of the project in Hoa Binh province noted that AD/VIE/03/H05 was a very appropriate project to be implemented in line with the political guidance provided from the central level by the GoV for a reduction in the number of drug users. The province has witnessed an increase in the number of drug users since 1990 and regards the phase of general communication and education activities for the prevention of drug abuse it is now (2005-2010) to be critical in reversing this trend. Activities were implemented in three wards of the city-Dong Tien, Tan Hoa (joining in 2007) and Phuong Lam. An initial group of 90 at-risk youth were identified across the three wards and activities have concentrated on this group and their families. 175 communicators were trained from the

three wards over 6 training courses implemented by the project. As has been consistently reported in other locations, these training courses provided useful skills and knowledge on counselling and the implementation of communication activities for families and for use within the community. 3 drug-prevention clubs with a particular emphasis on sporting activities were established (providing volleyball, table tennis and badminton). These clubs attracted the participation of all 90 at-risk youth identified by members of the PMU. Sporting activities were conducted every afternoon, 6 days per week as well as training courses on drug prevention, quizzes and ‘game shows’ and 10 bookcases were installed containing books and pamphlets on life skills and legal issues related to drug abuse. The vocational training component of the project in Hoa Binh provided training in motorcycle repair and maintenance to 71 of the 90 at-risk youth. In Dong Tien ward, the program trained approximately 50 young people, 22 of whom are still working in sites supported by the project (motorcycle repair and welding) and 12 of whom have found work overseas. The remainder either chose not to continue to work in the field they had completed their training in or did not take up any opportunity for work provided by the program. Graduates from the vocational training program are now earning salaries of between 1,500,000VND to 2,000,000 per month.

2.4. Implementation (Operational Plan, Monitoring and Backstopping)

The project was able to adjust to the scale-down of outputs and activities necessary brought about by changes in the level of donor support and the timing of the release of funds from donors to UNODC. This adjustment, however, was felt most keenly at the local level where workplans had to be altered and targets reduced. This undermined the confidence of local PMUs in the ability of the project to deliver as well as weakening the ability of local PMUs to make medium to long-term plans. Regular planning meetings, with more backstopping being provided from the central level, may have helped to address this problem.

The execution of the project was conducted by UNODC Viet Nam Country Office through UNODC Programme Officer, and the National Project Coordinator. Local PMUs reported to the UNODC Programme Officer through the National Project Coordinator situated within SODC. Technical support from externally engaged consultants for the design of the media training manual and the conduct of training for journalists occurred and was appraised as being effective.

2.5. Institutional and Management Arrangements

The technical focus of the initial and subsequent project documents clearly and adequately set out details of activities to be conducted. However, the lack of a monitoring and evaluation plan and a description of the tools needed for monitoring and evaluation was a design deficiency that was not addressed.

The management arrangements of the project allowed for sufficient autonomy at the ward, district and provincial level for local PMUs to implement project activities in accordance with local need and conditions. This autonomy extended to the ability of local PMUs to make decisions about the use of project funds to support vocational training and communication activities, use and disburse those funds and provide complete and accurate reporting of their use to the National Project Coordinator. The PMUs were largely uniform in composition, drawing their members from the local police, mass organisations of the Communist Party (Women's Union, Youth Union, Veteran's Association etc), community leaders. This particular combination of local government, party and residents' representatives was appropriate for the oversight of project activities. UNODC's management of the project has been effective, ensuring that planning, fund dispersal and necessary adjustments to funds dispersal resulting from interruptions to the provision of funding from donors were completed and communicated to each project location. Project management would have been strengthened with the appointment of national staff dedicated to working full time on media and communications and monitoring and evaluation of the project as these were the two critical technical areas where deficiencies were evident.

3. OUTCOMES, IMPACTS and SUSTAINABILITY

3.1. Outcomes

Of the initial 5 outcomes in the original project design, there has been measurable achievement in the creation of a comprehensive drug communications strategy, the mobilisation and building of capacity of voluntary community support at the ward and district level for the implementation of drug prevention measures leading to partial improvements in the level of risk for drug abuse by young people in all project sites. The project has not been able to achieve the national scale-up and helped to facilitate coordination of drug prevention efforts of the GoV as originally envisioned. This is attributable to the shortfall in funding and concomitant lack of personnel and program resources to fulfil all of these initial outcomes.

Of the 3 revised outcomes (from July 2006), there has been significant fulfilment. The project disseminated information and training on parenting skills more widely and this was supported by the efforts of communicators and project staff at the local level. The media-training manual developed by the project to support the delivery of training of journalists and media managers was produced and, more importantly, used as an effective training tool. The capacity of project sites to carry out small relapse prevention programmes, including vocational skills programmes for high-risk youth has been significantly improved. This has led to an overall reduction in the numbers of at-risk youth, the provision of sustainable employment opportunities for these beneficiaries and the introduction of community-based measures such as sporting and cultural activities and clubs designed to attract and hold the involvement of young people at-risk.

At the national level, the chief outcome of the project has been the introduction of media training tools and programs which were designed to place greater emphasis on the broader health and social impacts of drug abuse, encourage improved and more effective media reporting and assist the Government of Viet Nam to implement its national strategy on drug prevention communication. The project achieved this outcome by virtue of the materials developed, the training courses conducted and the skills transfer which occurred from those providing training and other technical inputs to journalists and officials of MOCST. Other outcomes achieved were the building of capacity of at-risk youth to sustainably manage their own businesses and the exposure of local partners to an example of other regional efforts in drug prevention for at-risk youth.

In order to achieve the project objective, the project was able to focus on the attainment of three main outcomes.

Outcome 1: Wider implementation and dissemination of the parenting skills enhancement resources developed in the project, i.e. the training programme and the guide.

In relation to Outcome 1, it is evident that the training-of-trainers (TOT) model and course content employed by the project to reach parents through the training of staff of the Women's' Union, SODC, Departments of Social Evils Prevention, Provincial Party Committees, People's Councils, People's Committees, Youth Union, schools and community leaders addressed critical issues for drug use prevention for at-risk youth, the TOT model and course content was effective, comprehensive and useful.

Pre and post-evaluations of the TOT programs by participants indicated a greatly increased level of awareness and knowledge of: local, national and international drug abuse and prevention issues; government programs and policies on drug prevention and control; psycho-social issues related to drug abuse; drug use detoxification and support for drug users in detoxification processes and programs; home-based drug prevention skills.

However, the project lacked the ability to monitor and evaluate the application of these skills and knowledge at the community level in the post-training phase. Thus, it is difficult to determine the overall effectiveness of this activity for individuals and families either experiencing problems related to drug abuse or at-risk. In general, however, there was evidence from project partners working at ward level that trainees from these programs have been able to apply knowledge and skills acquired in one-on-one counselling situations and in community-level communication activities such as drug prevention club meeting and events.

2: Utilize the media-training manual to deliver training of media people in HCMC and disseminate the manual globally, in collaboration with UNODC HQ

By sampling the knowledge and awareness of journalists and media managers trained under the media workshop on drug prevention programs in 2006 and 2007, it was evident that the project has been largely successful in achieving Outcome 2.

While the number of journalists and media managers sampled in the evaluation was small, the fundamental improvements in journalists' knowledge on issues related to drug prevention and drug abuse have greatly depended on their knowledge, resulted in a much broader understanding of the need to promote drug abuse prevention within which health impacts are seen as having primacy and equipped journalists with the ability to advise and counsel their audiences.

Additionally, the media training manual developed for the partial fulfilment of 2 represents the main tool for a comprehensive and replicable training program. If the means are available, the use of this manual and associated training programs with a greater number of media outlets (particularly in the electronic media)² should be given priority in any future programming of this type.

3: Strengthen capacity of project sites to carry out small relapse prevention programmes, including vocational skills programmes for high-risk youth

On the evidence gathered during the course of the evaluation, AD/VIE/03/H05 has had the most measurable and most sustained achievements in relation to Output 3. At the ward level, there was consistent evidence of genuine community mobilization and participation in communication activities designed to assist youth in drug abuse prevention and in the implementation of sustainable vocational training programs with direct links to employment. Processes designed to engage the community in communication activities were applied with remarkable consistency across the six provincial project sites visited.

Of greater sustained impact, however, was the evident increase in the number of at-risk young people obtaining vocational training and the willingness of local partners to continue the provision of vocational training opportunities for young people at-risk upon completion of the project. This, when combined with the reported decrease in the number of young drug users at ward level and the number of young people at risk, indicates that the provision of vocational skills training to youth has helped to steer these groups of young people away from drug use. The other clear achievement of the project in relation to this is the deep extent to which ward-level sporting, cultural and general activities carried out by the (broadly termed) drug prevention clubs have attracted the consistent participation of at-risk youth. In all of the locations visited, and as is evident from the number and nature of activities conducted in each ward, these activities are very successful in providing both a means for young people to socialise and interact in ways which are enjoyable and interesting to them and in providing drug prevention messages and information. One general criticism of the communication activities however is that

² Participants in training programs conducted under the project were largely been drawn from the print media. An expanded focus on the electronic media, especially web-based new services and television, would address this.

they are not holistic enough in approach with a lack of information being able to young people on health and social impacts of drug use.

3.2. Impact

The immediate impacts of the project at ward level are significant and these immediate impacts, given the commitment of local authorities to continue to invest human and financial resources into the continuation of core activities, are likely to be long-standing. By combining the resources of the local police, People's Committees and People's Councils, mass organisations and other relevant local authorities with those of community leaders and those vocational trainers and small enterprise owners prepared to 'give youth a break', AD/VIE/03/H05 demonstrated to some of the most vulnerable and neglected groups in local communities (characterized by local authorities as those on low and/or unstable incomes where dysfunctional family relations often exist) that these combined resources could bring about change in the behaviour and attitude of many young people towards drug use. While it is clear that, in part, the mobilisation of community support for the program was a result of the involvement of the local police, this in itself does not fully account for the high degree of support evident. The evaluator concluded that a genuine concern by parents, community leaders and by those providing vocational training and employment opportunities for at-risk young people makes up the greater part of the positive impacts of the project at ward level. In a number of locations, the number of new drug users has declined or the overall number of drug users has shown a similar trend. In Thanh Binh, Ninh Binh province, for example, the number of registered drug users in 2005 was 40, declining to 20 in 2006 and 11 in 2007. In Kim Son district, the reported number of drug users in 2005 was 25 and this has declined to 16.

At the national level, the chief outcome of the project is the introduction of new and better ways for journalists and media managers to report and counsel their audience on drug prevention. The course content and course delivery media training for drug prevention to journalists and media managers was evaluated by participants as being extensive, beneficial and gave them immediately applicable approaches to reporting and writing on matters related to drug prevention. For example, the introduction of the five-step process for the development of media stories addressing risk behaviour and the four-step process for the development of stories to encourage positive behaviour was largely novel to trainees and resulted in improved knowledge and skills. What is less evident is the overall impact of the media strategy of the project. There is clear benefit to be gained from reaching those personnel within the Ministry of Culture, Information and Tourism (MOSCT) responsible for the provision of guidance and instruction on media reporting of drug prevention and related issues. Additionally, for those journalists working in the print media who have a particular focus on health issues, the project reached many of the right people. However, journalists from the popular press (including newspapers such as *Thanh Nien* (Youth), *Lao Dong* (Labour), *Tuoi Tre* (Young Age), *An Ninh The Gioi* (World Security), *Cong An Thanh Pho Ho Chi Minh* (Ho Chi Minh City Police), *Nhan Dan* (The People) were either not part of the training programs conducted or were underrepresented. These papers, together with their websites, command an enormous

readership in Viet Nam and engage in wide and varied coverage of health, social and law and order issues. They are not, however, always consistent or accurate in their reporting of drug-related issues. Thus, while the impact of the media strategy for those who received the direct benefits of training was significant, its overall reach could have been made more extensive through an expansion of the number and type of media outlets included.

The impact of two activities conducted by the project is less visible. The study tour to Thailand for government officials from the central, provincial, district and community level in 2006 enabled delegates to visit drug prevention education programs, discuss drug prevention with the Thai Office of Narcotics Control Board and a drug rehabilitation centre. As an expository visit, this was clearly of value but there was little evidence of any learnings from this study tour being applied in the field despite it being regarded as beneficial by the central PMU. The SIYB training for the training of entrepreneurs (November to December of 2007) was provided for as many as 20 at-risk youth in each of the 5 project provinces (Ninh Binh, Hoa Binh, Vinh Phuc, Khanh Hoa and Kien Giang) and trained attendees in practical skills for the management of a small business. In terms of immediate impact, this program would have had little because at the time, most of the young trainees were not in a position to start their own business. However, a minority would have gained immediate benefit from the training as they were running their own small workshops. Additionally, subsequent to this training, small numbers of vocational training graduates have been able to commence their own businesses and apply what they have learned. In the longer term, if this trend continues, more trainees will be able to apply skills acquired in establishing their own businesses.

3.3. Sustainability

There are a number of components of AD/VIE/03/H05 which have demonstrated themselves sustainable during the life of the project. The vocational training programs implemented at ward and district level have achieved a high degree of sustainability for several reasons.

Firstly, the investment of personnel and financial resources, together with the genuine in-kind contributions of many of the People's Committees and other local authorities has been consistent even during long periods when funding for the conduct of activities was not available. This investment has produced a quantifiable improvement in the socio-economic conditions within which many at-risk youth live and is an indicator of the medium-to-long term impact of the project. The benefits of this were appraised in each of the project sites visited and there is both the commitment and means to sustain vocational training activities within local communities.

Secondly, the successful training and placement of a majority of trainees has helped to enhance and add value to one of the main outputs of the project (i.e. the conduct of vocational trainings) because trainees have not simply been successfully trained but the majority have found stable employment and improved their living conditions and self-

esteem, reducing the likelihood of at-risk youth of commencing drug abuse. This contributes to the long-term sustainability of the project by demonstrating that the provision of income-generating opportunities through the provision of the means to obtain meaningful employment is both achievable and desirable.

Thirdly, those providing opportunities for training (especially companies and small sewing, welding and motorcycle repair shops) are appreciative of the opportunity to provide vocational training to young people at-risk from drug abuse in an increasingly competitive labour market in which young people are often attracted to the lure of work outside of their home province. Trainees provide a willing and stable workforce and in turn, they receive income and skills which will continue to be in demand for the foreseeable future. Again, the sustainability of this model is demonstrated because of the commitment of employers to look beyond the level of risk for drug abuse of individuals to recognise their productive value and potential.

The potential sustainability of the media communications and training components is high, particularly given the improvements evident in the quality of training materials, the changes which have occurred in both reporting content related to drug prevention and drug abuse for those journalists trained in the program and the support from the MOCST for a continued focus on drug prevention reporting. The project has developed the right tools and training approaches for improved media reporting and awareness of drug prevention issues and these ought to be sustained through an expanded version of this activity. Based on discussions with members of the central PMU and with the official in charge of drug prevention efforts within MOCST, the ability of the government to now employ these tools in the conduct of further training has been enhanced.

The communication, sporting and cultural activities implemented by the project depend largely on volunteer labour inputs for their sustainability. The numbers of communicators trained in each location is, relative to the populations of each ward and district, large. Their effectiveness as communicators has not, however, been assessed and the venues for communication have been confined to family-based counselling and mass communication activities such as concerts and performances and these activities, by their very nature, do not possess a high degree of inherent sustainability. However, the sporting activities and the clubs established at the ward and district level are, as a result of their success in attracting the ongoing interest of at-risk youth, more sustainable. The material investment in these clubs has been modest but the attraction of the diversions they provide for young people is strong and there is an evident commitment by both the volunteers and who organise the clubs and the local authorities to sustain them. Additionally, the mobilisation of communities for the conduct of communication activities is likely to continue for such events as the month of national drug awareness (June) and is likely to increase as the GoV continues to strengthen drug prevention and rehabilitation efforts among the community by highlighting successful rehabilitation programs, large-scale drug trafficking arrests and seizures and changes in drug rehabilitation efforts including harm reduction through needle exchange and the expansion of access to methadone.

4. LESSONS LEARNED AND BEST PRACTICES

4.1. Lessons Learned

The success of the project at community level, particularly in reducing the level of risk of drug abuse among young people, and the sustainability of that success are outstanding features of AD/VIE/03/H05. These examples of local success and the focus of the project on the journalist capacity building program to inform the wider public of the need for drug prevention were not brought together coherently. An opportunity existed to encourage those journalists and media managers trained by the project to report on the success achieved at the community level which was not made best use of. It would have been useful, for example, for the project to prepare and disseminate press releases on the increases in the numbers of young people turning away from drugs and taking up vocational training opportunities and participating in sporting and cultural events at the community level. This information could have then formed the basis from which journalists trained by the program (and others) would seek out further details and report positively on the implementation of successful small-scale drug prevention activities.

At the ward level, there was a lack of readily-accessible information provided to young people on the specific health impacts of drugs. In a number of locations, a small collection of pamphlets and books, only some of which were related to drug prevention and related health issues, was available to young people at the local drug prevention clubs. Often these materials were few in quantity and stored in cabinets, making it difficult for young people to use them as take-away literature. Part of the reason for the inadequacy of materials has to be attributed to the paucity of materials produced at the central level by relevant ministries of the GoV. For example, the Ministry of Health is yet to produce any type of youth-friendly handbook or pamphlet addressing health impacts of drug use for young people. At a time when the use of methamphetamines and other synthetic drugs is on the increase, this would seem to be a critical information gap. The handbook produced by AD/VIE/03/H05, 'Stay Away From Drug Abuse' is a well-written and accurate tool for use by parents. After an initial small print run of 1500 copies, the Women's Union assessed the handbook to be a very useful tool and the project produced an additional 12,000 copies which were distributed through the Women's Union with a small number also being provided to COHED in their role as training provider. At some of the ward level trainings organized by VWU, which the project monitored, parents very much appreciated the information contained in the book and felt that their knowledge of drugs improved considerably. A good complement to this book would have been a handbook specifically targeting youth. The development of materials for youth which address drug abuse from multiple angles (health, law and order, familial and social impacts, financial) would clearly be of benefit in any future programming by UNODC in this field.

Considerable success in both the communication activities and the vocational training activities conducted during the life of the project came from the ability of the local PMUs to utilise their authority and capacity to provide material and human resources for the

conduct of these activities. The allocation of land for the establishment of training facilities and functioning workshops, the mobilization of volunteers (particularly young people and former IDU) and the involvement of families in communication activities have made the largest contribution to the success of the project at the local level. The evaluator is confident that in at least the areas of continuing vocational education and the conduct of sporting activities for young people at risk, this success will continued beyond the funded life of the project.

In examining the monitoring and evaluation of the project, it is evident that there was a lack of tools and approaches to monitoring and evaluation which captured the full extent of the projects progress. The reports provided by most of the local PMUs go some way to quantifying improvement in the situation on at-risk youth but the lack of a standardised monitoring system resulted in the project not being able to track accurately the numbers of young people in each location successfully reducing risk, entering and exiting vocational training and gaining employment. Additionally, there are no personal or centralised records of communication activities conducted by volunteer trainers (for example, a log book of communication and counselling activities maintained by communicators). The project also lacked a detailed needs assessment and no mid-term evaluation was conducted (largely because of the disruption caused to implementation by the shortfall in funding) which would have assisted in assessing performance and, if necessary, changing elements of the project's implementation. Clearly it would have been of benefit to this project to have the tools and the human resources to implement and manage these much-needed means of quality assurance.

4.2. Best Practices

Two outstanding best practices are evident at the conclusion of the project. The first is the success attained by the project in mobilising comprehensive community support for drug prevention in ways which are appropriate for, and attractive to, young people. Comprehensive because the combination of providing health-promoting and enjoyable activities such as sporting and cultural activities in predominantly rural settings for young people at-risk, together with self-sustainable and beneficial vocational training and subsequent job placement extended drug prevention messages and efforts way beyond simple, didactic and unappealing 'say no to drugs' messages and programs to help address the root causes of drug abuse for young people in Viet Nam. By providing training and employment, involving young people in a range of activities and assisting their families, their self-esteem, ability to sustain themselves and their families, aspirations are all improved and drugs become far less relevant as a 'solution' to problems. The implementation of these activities by predominantly volunteer teams at the local level also added to the comprehensive nature of the project and the buy-in by beneficiaries to the achievement of outcomes.

At the national level, the training tools and training methods developed for improvement in media reporting on drug prevention and general awareness of issues related to drug abuse are effective, replicable and dovetailed with national efforts to expand and improve

media reporting of drug prevention and drug-related problems. The central PMU of the project commented strongly in favour of this project component by indicating that AD/VIE/03/H05 addressed a real, pre-existing need for journalists and the community they serve to be better informed and educated about drug prevention approaches.

4.3. Constraints

The chief constraint encountered by the project was the lack of fluidity in implementation. Originally planned as a three year project to be implemented from 2004-2007, the funding shortfalls occurring within this period meant that the project could not be completed as planned in 2007. The project implementation was extended till December 2007, but due to further delays in funding the project was extended again to conclude in June 2008. The shortfalls did not allow for any expansion of activities during the life of the project. The shortfalls also meant that fewer resources were available at the local level for implementation of activities and this fact was the most commonly-reported shortcoming of the project reported at this level. This was noted by all local and national PMUs as being a constraint to implementation.

5. RECOMMENDATIONS

5.1. Issues resolved during evaluation

There were no issues raised during the course of the evaluation which required resolution by the evaluator or the National Project Coordinator.

5.2. Actions/decisions recommended

Due to the overall shortfall in funding, AD/VIE/03/H05 became more modest in its scope and planned outputs over time yet it has been largely successful in achieving these at its conclusion. Given the overall success of the project, the chief recommendation of the evaluator for the best practices of the project be applied in planning much-needed future projects which address issues such as amphetamine-type stimulant (ATS) abuse prevention, drug rehabilitation and the nexus between successful rehabilitation and employment and further improvement in media reporting on drug prevention in Viet Nam. The project has demonstrated strong sustainability in key areas, benefitted from genuine community-level participation in sporting, cultural and vocational training activities, produced excellent materials and has been managed in an efficient and effective manner, meaning that the modality for delivering the type of assistance available from UNODC to government has, in this instance at least, been successful and the learnings from that modality should be built upon in future collaborative efforts.

Additionally, UNODC should seek to ensure that a continuous funding stream be made available for future such programs and that relevant monitoring and evaluation plans be incorporated into project design.

6. OVERALL CONCLUSIONS

The chief problem encountered by the project i.e. the disruption to the steady flow of funds impacted the ability of the project to be truly comprehensive. The project was not able to achieve the level of impact originally intended at the national level. However, because the project was not wedded to a single strategy for drug demand reduction but instead, employed a number of different strategies, it has been able to demonstrate considerable success in the implementation of programs for youth at-risk, particularly in relation to communications and vocational training as well as at the national level with the implementation of components of its media communications strategy. It has established excellent community-based models for drug demand reduction which are sustainable and replicable. UNODC would benefit from adapting the learnings from these models in other projects designed to assist in reducing demand for drugs.

Annexes

1. Terms of reference
2. Organizations and places visited and persons met
3. Summary assessment questionnaire
4. Relevant Materials

UNITED NATIONS OFFICE ON DRUGS AND CRIME
IN-DEPTH TERMINAL PROJECT EVALUATION
TERMS OF REFERENCE

Project Title: Comprehensive Drug Prevention through Communications and Community Mobilization Project

Project Number: AD/VIE/03/H05

1. BACKGROUND INFORMATION

Project H05 is executed by UNODC Vietnam and the Ministry of Public Security (MPS). It is implemented by MPS (Standing Office on Drug Control - SODC), and the Ministry of Culture & Sports and Tourism (MOCST)³. The project was launched in October 2004 with a budget of USD 479,400, funded by the contributions of the Governments of Italy and Japan to UNODC.

The project has been revised twice. In July 2006, the project was revised by a 6 month extension and a budget increase of USD 109,800. The total budget was thus increased to the amount of USD 589,200. In December 2007, the project was revised by another 6 month extension to enable successful implementation of the pending project activities. The project will terminate on 30 June 2008.

The project is a comprehensive drug prevention program based on 5 key strategic components of communications, capacity building, community mobilization, coordination and collaboration. The project has involved a combination of mass media activities and pilot community based drug prevention programs in 11 selected sites. The project activities were developed in line with the Government's Action Plan on Drug Prevention and Control 2001-2005. A comprehensive drug prevention campaign does not

³ Previously the Ministry of Culture and Information MOCI, Steering Board on Population, AIDS and Social Issues.

rely on a single strategy but rather on a synergistic combination on a number of strategies that address all key aspects of the problem in a strategic and incisive manner.

The objective and outputs of the project, as outlined in the project document and the project revision, can be summarised as follows:

Drug Control Objective

Prevention of drug use in Viet Nam, especially among young people in the community through communications and community-based activities.

Immediate Objective

Primary prevention of drug abuse through enhancement and integration of information and communication by mass communication campaigns and community based activities

Outputs

Output 1: A comprehensive drug prevention communications strategy established, integrating components of mass media, specialized media and other communications in a systematic approach to informing all key stakeholders about relevant and appropriate drug prevention issues.

Output 2: Capacity of the professional and volunteer drug prevention workforce, at the national, provincial, district and commune/ward levels developed and enhanced in line with human resource best practices in order to deliver a more comprehensive drug prevention program.

Output 3: Communities are mobilized in their efforts to address all aspects of drug prevention in their communities through a range of modalities that will ensure effective and sustainable changes in their drug prevention situation.

Output 4: Effective and efficient coordination of drug prevention programs in Viet Nam at a national, provincial, district and commune/ward level

Output 5: Strategic collaborations with other key international and national agencies with a stake in youth and drug prevention issues conducted so as to maximize the impact and sustainability of any drug prevention campaigns.

PROJECT REVISION (Extension and budget increase in July 2006):

The project was particularly successful in attaining its outcomes and outputs in the area of working with mass media on drug prevention and enhancing the capacity of local communities to

plan and implement drug prevention activities with high-risk youth at local level. The project extension of 6 months and the budget increase of US\$ 109,800 were made to further concentrate on the three most successful achievements made so far; journalist training, parental skills enhancement and community based drug prevention among high risk youth.

Since a shortfall of USD 79,200 in the budget was not filled until late October 2007 due to the late arrival of donor pledge, the project was unable to complete all the remaining activities before the initial project closing in December 2007. For this reason, the project was revised in January 2008 with a project extension of 6 months in order to successfully implement the outstanding activities.

Output 1 – Wider implementation and dissemination of the parenting skills enhancement resources developed in the project, i.e. the training programme and the guide

Activities:

- 1) Printing additional copies of the parents guide in Vietnamese
- 2) In collaboration with Viet Nam Women’s Union and their 17,000 sympathy clubs around the country, train trainers to deliver the parents training programme at local level
- 3) Translate parents guide and training programme into English, and disseminate materials and experience both regionally and globally e.g. through network of UNODC offices

Output 2 – Utilize the media-training manual to deliver training of media people in HCMC and disseminate the manual globally, in collaboration with UNODC HQ

Activities:

- 1) Engage international media consultant to deliver a training workshop for TV, radio and newspaper journalists in HCMC
- 2) Run 4-day training workshop in HCMC (combining elements of both basic and advanced workshops held in Hanoi in 2005 and 2006)
- 3) Together with UNODC HQ, finalize, edit and print the media training manual and disseminate regionally/globally

Output 3 - Strengthen capacity of project sites to carry out small relapse prevention programmes, including vocational skills programmes for high-risk youth

Activities:

- 1) Organize training workshop on relapse prevention programming, including micro credit and grant support programmes for resource people in project sites (utilizing the experience and resources of UNODC Viet Nam H61 project with ethnic minorities)
- 2) Continue supporting vocational skills training programmes in existing ten project sites with small local grants

2. PURPOSE OF THE EVALUATION

This terminal evaluation is a requirement stated in the project document. Its primary purpose is to assess if project activities have been carried out, to see if project outputs and objective has been met, as well as to give recommendations for future UNODC projects on drug demand reduction. In this regard, the extent to which the needs of beneficiaries

are being met as well as what has been achieved in terms of impact and sustainability should also be assessed.

The UNODC views project evaluations as rigorous and credible assessments of measurable progress toward achievements of stated outcomes. As such, this terminal evaluation should invoke a participatory approach in order to allow project stakeholders to assist in the generation and application of evaluative knowledge. Project stakeholders include the project sites in 11 wards in 5 provinces, MPS (Standing Office on Drugs Control SODC) and MOCST⁴.

The evaluation contains the following objectives:

1. Indicate whether or not intended project impacts and outcomes have been met and/or whether satisfactory progress was made toward them.
2. Analyse underlying factors that could have influenced project impacts and outcomes.
3. Identify and analyse barriers and constraints that delayed implementation, analyse Project Steering Committee/UNODC responses, and their result.
4. Identify a list of 'lessons learned' and recommendations.
5. State whether current and planned outcomes can be sustained, including determination of measures needed to ensure continued sustainability of results in future.
6. State whether achievements and impacts warrant other UNODC projects on drug demand reduction.

7. EVALUATION SCOPE

The terminal evaluation covers the entire project period from October 2004 until the time when the evaluation takes place in May 2008, close to the terminating of the project in June 2008. The project was extended twice with 6 months, but no mid-term evaluation was considered as required at that stage.

The evaluator needs to ensure that the following aspects of the project are covered:

The evaluation will answer the following key questions in its final report. These questions remain generic, but are consistent with standard approaches to project

⁴ Previously the Ministry of Culture and Information (MOCI), Steering Board on Population, AIDS and Social Issues.

evaluation. There should be an element of flexibility, as the evaluation progresses, to adjust the evaluation's focus in response to changing circumstances.

The evaluator selected will have to develop specific evaluation questions, based on the following generic questions.

Key evaluation questions

Relevance- Has project assistance been relevant to the needs and demands of Vietnam government to fight the consumption of illicit drugs?

- Are the objectives of DDR project aligned with the current policy priorities and action plans of the Government, UNODC mandates and other policy and development framework?
- Is the design of project technically sound? How were the needs of the particular group assessed? Are the project objectives clear, realistic and coherent? Are management arrangements spelled out clearly in the project document?
- Are response activities and implementation strategy appropriate?
- Have stakeholders actively and meaningfully participated in developing and implementing project strategies?

Effectiveness- Is the UNODC's approach and assistance effective?

- To what extent has the project achieved its objectives? What are the reasons for the achievements and non-achievement of objectives?
- Have the project contributed to the agencies responsible for drug demand reduction being better equipped with information to understand the problem in the country?
- Has the enhanced institutional capacity and training improved the ability of government to respond to drug problem?
- How are internal UNODC factors/constraints affecting effectiveness, including human resources logistic support, and the predictability and regularity of resources and flexibility of the budget?
- How are external factors impacting on effectiveness?

Efficiency- How efficient has the implementation of the UNODC programme and projects been?

- Is there effective coordination among government, UNODC and other implementing partners?
- Is the project human resource structure appropriate and efficient? Assess quality, timeliness, effectiveness and sustainability of management arrangements, technical inputs and assistance

- Has adequate and appropriate backstopping support been provided by field and HQ staff (administrative / managerial support and coordination)?

Outcome/Impact- What Outcome/impact has UNODC assistance created in the country?

- What are the positive and negative, intended and unintended, effects of interventions on people, institutions and the physical environment? Assess medium and long term effect of the project assistance.
- Do the beneficiaries and other stakeholders affected by the intervention perceive the effect of the interventions on themselves?
- What are the perceptions of the different stakeholders, especially the Government of Vietnam, implementing partners, other UN agencies, donors, about the overall impact of the project activities?

Sustainability- Are project efforts sustainable?

- Do the project interventions have a potential for scaling up or replication?
- To what extent have the findings and recommendations from the past project evaluations (if any) and monitoring reports been followed up and implemented to address some of the challenges already identified?
- How was sustainability built into the projects?

Lessons learned and recommendations

To assist future UNODC programming, the evaluator should list lessons learned (what works, what does not work, and why?), and:

- Recommend, as deemed necessary and feasible, practical changes to the current project's approach that should be considered for future projects;
- Recommend concrete action that could have been taken to rectify undesired impacts and/or outcomes, and to improve performance;
- Make recommendations with respect to issues related to any variances in the project environment, including work by other government and non-government agencies.

8. EVALUATION METHODS

The evaluation will be based on the review of project documents and other reports, such as work plans, assessments, mission and training reports, correspondence, and other available data. Interviews will be conducted with identified stakeholders at central level in Ha Noi, including Government counterparts and UNODC. Field-based visits to 2 of

the project site provinces (Ninh Binh and Khanh Hoa), visiting altogether 4 project sites (Kim Son, Thanh Binh, Phuoc Hai and Vinh Phuoc).

A list of suggested agencies and/or individuals to be interviewed at the central and provincial levels (including project beneficiaries) will be developed by the UNODC and the evaluator. Detailed notes with English language summaries should be taken of each interview. The National Project Coordinator will act as an interpreter to assist the evaluator at meetings with project site personnel and Government agencies.

9. EVALUATION TEAM COMPOSITION

The evaluation will be conducted by one international specialist, and this person should meet the following criteria:

- A graduate degree in social sciences or a related discipline (with experience of drug prevention issues), and strong analytical skills;
- Demonstrated project/programme evaluation experience;
- Experience in evaluating drug demand reduction programming is strongly desired;
- At least ten years' experience in drug demand reduction or related area - preferably with experience in programme/project management in South East Asia in general, and Viet Nam in particular;
- Demonstrated ability to work independently, in difficult conditions, and to meet deadlines;
- Fluency in English and excellent report writing skills.

The evaluator must be independent and impartial, and with no connections to the design, formulation or implementation of the project or any of its outcomes. The evaluator is directed to the "Guiding Principles for Evaluations at UNODC" attached as Annex 1 for further reference on these issues.

10. PLANNING AND IMPLEMENTATION ARRANGEMENTS

The evaluator will work with relevant officials within the executing agency (UNODC and MPS), as well as with project staff and Government officers. The UNODC Programme Officer will be responsible to meet with the evaluator for briefings and in regard to the agency's respective execution responsibilities. As the current Programme Officer has backstopped the project only from January 2007 onwards, UNODC National Programme Officer, having followed the project implementation from the beginning, will also be available for briefings.

In addition, the evaluator may request other meetings with and briefings by other officials or staff related to the project, provided they are available and able to meet with the evaluator. The evaluation mission will take place for 11 working days (See Annex 3 for

draft travel plan). The duty station is Hanoi, but time will be allocated for work in 3 of the project provinces.

Meetings with local officials and intended beneficiaries will be facilitated by the UNODC National Project Coordinator. The UNODC Country Office and the SODC will be responsible for arranging all necessary field visits and interviews.

The Project will provide administrative and other support as required, including translation.

All evaluation report drafts and final reports with applicable annexes and attachments shall be submitted in both hard copy and digital formats, and shall be in English language. Digital version should be submitted on CD, or via email, and shall be submitted in Microsoft Word format. The expected evaluation outputs include the following:

- A *draft final report* written according to UNODC evaluation reporting requirements, with an *executive summary*.
- A *final report* to the UNODC, Hanoi one week after receipt of UNODC's comments on the draft final report.

A lump sum will be provided to the successful candidate based on his/her qualifications, travel arrangements etc.

Organizations and places visited and persons met

UNODC:

Ms. Narumi Yamada, Representative
Ms. Jenni Viitala, Programme Officer
Mr. Nguyen Tuong Dung, National Programme Officer

SODC:

Mr. Cao Hoang Long, National Project Coordinator (H05)
Mr. Hoang Anh Tuyen, Deputy Director, SODC
Mr. Ta Duc Ninh, Deputy Chief, Intl. Cooperation & Project Management Unit, SODC
Ms. Dang Ngoc Lan, Deputy Chief of General Planning Division, SODC

Journalists having participated the media training:

Ms. Ngoc Thuy, Journalist, "Life and Health" -newspaper
Ms. Nguyễn Thị Hương, Press Office, Ministry of Information and Communication
Ms. Mai Anh, Journalist, Motherland E-newspaper

Project site personnel:

Ninh Binh

- Mr. Le Thanh Son, Director of Public Security of Kim Son District
- Mr. Tran Quoc Sang, Deputy Director of Public Security of Kim Son District
- Mr. Nguyễn Thế Thùy, Chief of Public Security of Phat Diem Town, Kim Son
- Representative of People's Committee of Phat Diem Town, Kim Son
- Director of a Company who cooperated in vocational training program in Kim Son
- Mr. Nguyen Xuan Tien, Chairman of Thanh Binh District – Ninh Binh City
- Mr. Nguyễn Thế Nghi, Vice-chairman of Thanh Binh District – Ninh Binh City
- Representative of Youth Union of Thanh Binh District – Ninh Binh City
- Representative of Women's Union of Thanh Binh District – Ninh Binh City
- f Representative of Veteran Association of Thanh Binh District – Ninh Binh City
- f Places visited:
 - Kim Son Department of Public Security
 - People's Committee of Phat Diem town, Kim Son District

- A private Company who cooperated in vocational training program in Kim Son
- People's Committee of Thanh Binh ward
- A motorbike shop running apprenticeship vocational training
- A metal workshop running apprenticeship vocational training

Hoa Binh

- f* Mr. Trần Mạnh Hải, Deputy Head of Public Security of Hoa Binh Province.
- Ms. Tô Thị Như Giang, Public Security of Hoa Binh Province
- Chief of Youth Union of Tan Hoa Ward
- Chief of Youth Union of Dong Tien Ward
- Chief of Youth Union of Phuong Lam Ward
- Places visited:
 - Hoa Binh Department of Public Security
 - A Motorbike repairing shop running apprenticeship vocational training
 - Two metal workshops running apprenticeship vocational training

Khanh Hoa

- f* Mr. Nguyen Quoc Hau, Permanent Officer for drug control of Khanh Hoa provincial Police Department.
- f* Mr. Trinh Van Hung, Chairman of People's Committee of Phuoc Hai ward
- f* Mr. Nguyen Van Tuan, Chief of Youth Union of Phuoc Hai ward.
- f* Ms. Nguyen Thi Gai, Chief of Women's Union of Phuoc Hai ward.
- f* Mr. Nguyen Van Hung, Chief of Veteran Association of Phuoc Hai ward.
- f* Mr. Tran Hung Dung, Vice Chairman of Vinh Phuoc ward People's Committee
- f* Mr. Nguyen Ngoc Dung, Chief of People's Council of Vinh Phuoc ward
- f* Representative of Youth Union of Vinh Phuoc ward
- f* Representative of Women's Union of Vinh Phuoc ward
- f* Places visited:
 - People's Committee of Phuoc Hai Ward
 - A Motorbike repairing shop running apprenticeship vocational training in Phuoc Hai ward
 - A Sewing workshop running apprenticeship vocational training in Phuoc Hai ward
 - People's Committee of Vinh Phuoc ward
 - Motorbike repairing shop running apprenticeship vocational training in Vinh Phuoc ward
 - Sewing workshop running apprenticeship vocational training in Vinh Phuoc ward

EVALUATION ASSESSMENT QUESTIONNAIRE

Programme/Project Title: Comprehensive Drug Prevention through
Communication and Community Mobilization
Project

Programme/ Project Number: AD/VIE/03/H05

Introduction:

This assessment form must be completed by the evaluator or evaluation team and submitted to the Independent Evaluation Unit. The purpose of the assessment is to provide information for UNODC evaluation database. This information will be used to provide an overview of UNODC's overall performance of programmes and projects.

Ratings:

The evaluators are required to give a rating to each of the items shown below. The ratings are on a scale of 1 – 5 (1 being the lowest and 5 being the highest). Ratings are based on the following criteria:

Excellent = 5
Very good = 4
Good = 3
Fair = 2
Unsatisfactory = 1

The ratings must reflect the level of achievement, completion, attainment or impact depending on what is being measured. These ratings are base on the findings of the evaluation and hence are a translation of the evaluation results.

A.	Quality Performance Items	Ratings				
		1	2	3	4	5
1.	Project Design (clarity, logic, coherence)			X		
2.	Appropriateness of overall strategy			X		
3.	Achievement of objectives				X	
4.	Prerequisites fulfilment by Government				X	
5.	Adherence to Project Duration		X			

6.	Adherence to Budget			X		
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B.	Implementation	<i>Ratings</i>				
		1	2	3	4	5
7.	Quality and timeliness of UNODC inputs				X	
8.	Quality and timeliness of Government inputs				X	
9.	Quality and timeliness of Third Party inputs	n/a				
10.	UNODC HQ Support (administration, management, backstopping)				X	
11.	UNODC FO Support (administration, management, backstopping)				X	
12.	Executing Agency Support				X	

C.	Results	<i>Ratings</i>				
		1	2	3	4	5
13.	Achievement of results				X	
14.	Timeliness and quality of results			X		
15.	Attainment, timeliness and quality of outputs			X		
16.	Programme/project impact				X	
17.	Sustainability of results/benefits				X	

D.	Recommendations	<i>Ratings</i>				
		1	2	3	4	5
18.	Continue/extend no modifications					
19.	Continue with modifications (minor, extensive)				X	
20.	Complete Project Revision					
21.	Terminate					

D.	Recommendations	<i>Ratings</i>				
		1	2	3	4	5
22.	Continue/extend no modifications					
23.	Continue with modifications (minor, extensions)					
24.	Complete Project Revision					
25.	Terminate					

E.	<p>Comments</p> <p>AD/VIE/03/H05 has being largely successful in achieving the three main project outputs from the 2006 project revision. The successful components of the project are replicable and sustainable and worthy of consideration in future program implementation by UNODC and the GoV.</p>
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Annex 4.

Relevant Materials

The following documentation related to the project was studied:

1. Original project document and subsequent project revisions
2. Project annual reports (2005 and 2006)
3. Reports on individual activities
 - f* Advanced Media Skills Workshop Report
 - f* TOT Workshop on Parenting Skills Report
 - f* Media Training for Effective Drug Prevention Reporting
 - f* Supervision Report on Drug Prevention Communication in Ninh Binh, Hoa Binh, Thai Nguyen, Son La, Lai Chau, Lao Cai
4. Activity Report: Start and Improve Your Business (SIYB) Training of Entrepreneurs
5. Work plan for Hoa Binh province for 2007-2008
6. Written reports on project implementation from each of the wards visited
7. Examples of training and communications materials produced by the project
 - f* Parenting training booklet "How to help out children stay away from drug abuse"
 - f* Media training manual "Together we can make a difference"
8. Website of the project www.phongchongmatuy.com.vn